REPUBLIC OF KENYA

MINISTRY OF PUBLIC SERVICE, PERFORMANCE AND DELIVERY MANAGEMENT
OFFICE OF THE CABINET SECRETARY

Telephone: Nairobi 227411
When replying please quote:

P.O. BOX 30050–00100
NAIROBI
KENYA

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Date: 19th July, 2024

All Principal Secretaries

Solicitor General

PERFORMANCE GUIDELINES FINANCIAL YEAR 2024/2025 (21ST CYCLE)

The Government adopted Performance Contracting as its flagship tool for Performance Management in its endeavor to improve service delivery in the Public Service. Institutionalization of Performance Contracting in the Public Service is expected to accelerate achievement of the Government's priorities, as stipulated in the Kenya Vision 2030, and particularly the priorities outlined in the Bottom-up Economic Transformation Agenda (BETA).

The Annual Performance Contracting Cycle stipulates that a review of the Performance Contracting Guidelines be undertaken to among others, accommodate emerging developments, address any impediments to improving the effectiveness of Performance Contracting, and in turn guide the development of Performance Contracts (PCs) for Ministries, Departments and Agencies (MDAs).

The review of the Performance Contracting Guidelines to guide the development of the FY. 2024/2025 Performance Contracts for MDAs, was undertaken through a consultative stakeholders' forum held on 11th July, 2024. The inputs from the stakeholders have been incorporated in the FY. 2024/2025 Performance Contracting Guidelines, including retiring performance indicators that can effectively be implemented outside the Performance Contracting framework.

The review has also incorporated the resolution of the National Wage Bill Conference held in April, 2024 on ensuring that Performance Contracting focuses on delivery of high-level outputs, as compared to processes and activities.

The Guidelines have therefore, incorporated key perspectives that are a necessary condition for effective Performance Management in Government. These are Financial, Customer Focus, Operations and Learning & Growth.

The development and implementation of the FY. 2024/2025 PCs will be carried out through the Government Performance Contracting Information System (GPCIS). The GPCIS will be configured and aligned with the FY 2024/2025 Guidelines to enable MDAs draft their PCs, carry out negotiations and submit them for vetting by Public Service Performance Management Unit (PSPMU). The programme for vetting of the FY. 2024/2025 PCs will be communicated in due course.

Kindly bring the contents of this circular and the attached Performance Contracting Guidelines for the FY.2024/2025 to the attention of all the institutions under your purview.

H.E. DR. MUSALIA MUDAVADI, EGH
PRIME CABINET SECRETARY AND CABINET SECRETARY FOR FOREIGN AND DIASPORA AFFAIRS AND ACTING CABINET SECRETARY FOR PUBLIC SERVICE, PERFORMANCE AND DELIVERY MANAGEMENT

Copy to: **Chief of Staff & Head of the Public Service**
Executive Office of the President
State House
NAIROBI

The Comptroller, State House
Executive Office of the President
State House
NAIROBI

The Secretary/CEO
Public Service Commission (K)
Commission House
NAIROBI

The Secretary Chairpersons
Constitutional Commissions and Independent Offices
NAIROBI

The Secretary/CEO
Commission on Administrative Justice
Directorate of National Cohesion and Values
NAIROBI

Encl. (1)

REPUBLIC OF KENYA

MINISTRY OF PUBLIC SERVICE, PERFORMANCE AND DELIVERY MANAGEMENT

STATE DEPARTMENT FOR PERFORMANCE AND DELIVERY MANAGEMENT

PUBLIC SERVICE PERFORMANCE MANAGEMENT UNIT

PERFORMANCE CONTRACTING GUIDELINES FOR THE FY 2024/2025

(21ST CYCLE)

JUNE, 2024

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LIST OF ABBREVIATIONS

BeTA	Bottom-up Economic Transformation Agenda
BoD	Board of Directors
BoM	Board of Management
CAJ	Commission on Administrative Justice
CEO	Chief Executive Officer
COMESA	Common Market for Eastern and Southern Africa
CS	Cabinet Secretary
EAC	East African Community
ERP	Enterprise Resource Planning
FY	Financial Year
GoK	Government of Kenya
GPCIS	Government Performance Contracting Information System
MDAs	Ministries, Departments and Agencies
MTP	Medium Term Plan
NACOSTI	National Commission for Science, Technology and Innovation
PC	Performance Contract
PPRA	Public Procurement Regulatory Authority
PAS	Principal Administrative Secretary
PS	Principal Secretary
PSPMU	Public Service Performance Management Unit
RSTI	Research, Science, Technology and Innovation
SDGs	Sustainable Development Goals
SPS	Sector Performance Standards
STI	Science, Technology and Innovation

PART ONE: PERFORMANCE CONTRACTING GUIDELINES FOR FY. 2024/25

1.0 Preamble

Government is committed to improve service delivery through continued use of Performance Management tools to enhance accountability for results. Performance Contracting is the main Performance Management tool used to improve efficiency and effectiveness in the management of the Public Service.

To leverage service delivery on information communication technology, the Ministry of Public Service, Performance and Delivery Management continues to improve the Performance Contracting process through the Government Performance Contracting Information System (GPCIS). The System has been in use since the FY. 2020/21 and will be applied for the fifth year to develop the FY. 2024/2025 Performance Contracts for all eligible Ministries, Departments and Agencies (MDAs). The GPCIS comprises a negotiation module, vetting module, monitoring & reporting and performance evaluation modules. The modules are fully linked to provide for a logical flow of the Performance Contracting process from target setting to annual performance evaluation.

In addition to preparing the GPCIS for effective transition to the next contract period (FY. 2024/2025), the priority is to enhance it by designing and developing a management reports module for various categories of MDAs. The final design architecture of the GPCIS will have the potential for analysis of various types of data and generation of relevant management reports. It is expected that ultimately, an integration Application Programming Interface (API) will be developed to facilitate integration of the GPCIS with other Government Information Systems. In the long run, all Lead and Specialised Agencies will also be integrated into the System for full automation of the processes, where all operations will be carried out online on one platform for rapid decision making.

The Performance Contracting Guidelines for FY 2024/2025 have benefited from written submissions from MDAs as well as input received during the virtual stakeholders' forum. The inputs have helped to re-engineer Performance Contracting and to align it to the GPCIS. The priorities of the Government have also been provided for through inclusion of specific performance indicators and classification of the core priority areas under the Core Mandate performance criterion. MDAs will be required to apply the Performance Contracting Guidelines to identify and implement performance indicators and specific targets with a view of enhancing service delivery to Kenyans and improve their quality of life.

2.0 Purpose of the Performance Contracting Guidelines

The purpose of the Performance Contracting Guidelines is to support MDAs in: - identification of their performance indicators and annual targets; undertaking negotiations, and implementation of the Performance Contracts (PCs). The Guidelines are also intended to support Public Service Performance Management Unit (PSPMU) in vetting of the negotiated PCs in order to ensure standardization in application of the Performance Contracting process in the development of the PCs.

A Model PC and Matrices for each category of public institutions form part of these Guidelines and are provided in Annexes V(A) and V(B) respectively. To ensure standardization, the structure of the model PC and the matrix should not be amended.

3.0 Roles and Responsibilities of Key Players in Performance Contracting

The roles and responsibilities of key players have clearly been identified to facilitate effective undertaking of the various Performance Contracting processes:

a) Cabinet Secretary

The CS for a respective Ministry has overall responsibility for negotiations and implementation of the Performance Contracts of the Ministry and its State Corporations, including monitoring & evaluation of performance. The CS will be required to ensure that the contents and commitments of the Ministerial Performance Contract are disseminated to the respective staff, key stakeholders and the citizens.

In addition, in instances where a Ministry has more than one Principal Secretary, the CS is required to appoint one of them to oversee performance contracting in the Ministry.

b) Principal Secretary/Comptroller of State House/Solicitor General

Their role is to identify performance targets and negotiate the PCs for the State Department/Office and its Agencies in consultation with the CS. They are also responsible for overseeing the cascading of the performance targets, monitoring & reporting and annual performance evaluation.

c) Chairpersons of Constitutional Commissions, Independent Offices, State Corporations and Tertiary Institutions

They provide oversight to the Performance Contracting process in their respective institutions including negotiations, vetting, performance monitoring & reporting and annual performance evaluation.

d) Principal Secretary, State Department for Performance and Delivery Management

Provide support sought by MDAs in complying with the Performance Contracting Guidelines in order to ensure seamless development and implementation of the PCs.

e) Chief Executive Officer/Managing Director/Director General of State Corporations

Identify performance indicators and targets and negotiate the PC for the State Corporation in consultation with the Board of Directors. The Chief Executive Officer/Managing Director/Director General is also responsible for overseeing cascading of the PC targets, monitoring & reporting and annual performance evaluation.

f) Principal Administrative Secretary, Public Service Performance Management Unit

The Principal Administrative Secretary (PAS) is responsible for the development of Performance Contracting Guidelines, capacity building and technical support to MDAs, vetting (quality assurance) of negotiated PCs to ensure compliance with the Guidelines and the custodian of the vetted PCs. PAS also has the responsibility of undertaking quarterly performance monitoring for Ministries, mid-year performance assessment, annual performance evaluation including compiling the annual performance evaluation report and coordinating communication of the performance evaluation results to MDAs. In addition, PAS provides technical support and capacity building on Performance Management to County Governments, Constitutional Commissions and Independent Offices upon request.

g) Lead Agencies

Receive quarterly performance reports, analyze them and provide feedback to the respective MDAs within **15 days** from the date of receipt. The Lead Agencies should as much as practicable undertake physical verification of the achievements in order to ensure credibility of the reports.

h) Specialized Agencies

Develop relevant performance indicators and sub-indicators for implementation by MDAs, develop reporting formats (quarterly and annual), receive quarterly performance reports on the relevant performance indicator(s), analyze them and provide feedback within **15 days** from the date of receipt, provide technical support to MDAs in implementation of the relevant performance indicator(s) including capacity building, assess the annual performance of MDAs and communicate the results to each MDA. In addition, the Specialized Agencies are required to submit a complete list of scores, in the **prescribed format** for all MDAs placed on Performance Contract to PSPMU not later than **15th July** each year.

NB: Specialized Agencies should not transfer to MDAs any attendant costs of implementing specific performance indicators (capacity building, sensitizations, awareness creation, audits etc.) that they superintend. Specialized Agencies should bear the cost of training for their respective performance indicators. The cost should not be passed to MDAs in any circumstances.

Specialized Agencies should not amend the Performance Contracting Guidelines, once they are approved. In instances where there is need for clarity of the Guidelines or provision of support tools, a Specialized Agency should liaise with PSPMU before communicating any such amendments/tools to the MDAs.

i) Performance Contracting Coordinators

Coordinate identification of performance indicators, sub-indicators & targets and the development of draft PCs in line with priorities of their respective institutions and the Performance Contracting Guidelines. They are also responsible for providing mandatory documents to support development of the PCs and facilitating keying in relevant information in the GPCIS. In addition, PC Coordinators are required to compile evidence to support reported achievements, facilitate quarterly performance monitoring & reporting and coordinate the annual performance evaluation.

Further, the PC Coordinators are required to apprise the top leadership of the institution on timely basis the above milestones of the performance contracting processes.

j) Ministerial Performance Management Committee

The functions and membership of the Ministerial Performance Management Committee (MPMC) as provided in the *Public Service Commission Delegation Instrument, July 2018* are as follows:

i) Undertake quarterly review of implementation of Strategic Plans and Performance Contracts;
ii) Ensure linkage between Institutional Performance Contract and Staff Performance Appraisal System;
iii) Ensure that the overall assessment of employee performance is within the context of institutional performance as evaluated through Staff Performance Appraisal System;
iv) Ensure that the performance of all officers is evaluated and feedback on performance is relayed in writing at the end of the year;
v) Hold quarterly performance review meetings;
vi) Consider performance reports from various Departments within the Ministry and make recommendations for improvement;
vii) Review cases of appeals on appraisal ratings between supervisors and appraisees;
viii) Make recommendations to the Authorized Officer on the application of rewards or sanctions;
ix) Develop and implement the internal monitoring and evaluation and reporting system; and
x) Ensure that the integrity and credibility of the overall process of rewards and sanctions system is safeguarded and maintained at all times.

The MPMC should consist of the following members:

i) Principal Secretary - Chairperson
ii) Directors of Technical Departments
iii) Director of Administration
iv) Head of Central Planning and Project Monitoring Unit
v) Director of Human Resource Management and Development – Secretary

NB: State Corporations and Tertiary Institutions are required to customize the membership of the Perfomance Management Committee to reflect their respective institutional structure.

k) Performance Contracting Committee

The functions of the Performance Contracting Committee as provided in the *Public Service Commission (Performance Management) Regulations, 2021* are as follows:

i) Coordinate the Performance Contracting process for the public body;

ii) Coordinate the achievement of the public body's performance targets;

iii) Monitor and evaluate public body's annual performance; and

iv) Prepare the public body's performance reports.

4.0 Key Elements of the Model Performance Contract

The standard structure of the Performance Contract is provided in Annexes V, V(A) and V(B) on Model PC and Matrices.

The structure of the PC has already been incorporated in the design of the GPCIS. Therefore, all standard text and data that applies across all MDAs is already part of the database and need not be keyed in when developing the PC using the PC Preparation Module in the GPCIS. For effective application of the Guidelines in developing the PC or for any other relevant processes, the Guidelines should always be read and applied together with the relevant User Guides uploaded in the GPCIS.

The following is an explanation of the key elements of the Model Performance Contract for which MDAs are required to provide relevant information in the GPCIS to develop the PCs for online submission to facilitate negotiations:

(a) Statement of Responsibility

This part provides for the mandate of the institution and a formal statement of commitment to performance made to the appointing authority and the public at large.

(b) Vision Statement, Mission Statement and Strategic Objectives

This part defines the desired future positioning of the MDA. It states the purpose of existence of the MDA and is derived from its mandate. The Vision Statement, Mission Statement and Strategic Objectives should be drawn from the Strategic Plan of the MDA. As much as is practicable, the Strategic Objectives should range from three to six in order to adequately address all relevant aspects of the mandate and at the same time avoid duplication.

(c) Statement of Strategic Intent

The Statement of Strategic Intent identifies the broad institutional strategic priorities and establishes their linkage to the National Vision for the achievement of national socio-economic development. As much as is practicable, the Strategic Intents should range from three to four.

(d) Commitments and Obligations of the Government

These refer to any support that is extended to MDAs by any other public agency to facilitate achievement of the performance targets. The commitments and obligations are guided by the following criteria:

i) Commitments of Government are largely facilitative and should therefore not feature where mechanisms to address them already exist;

ii) The support should be relevant and related to fulfilling the agreed performance targets;

iii) The nature, extent and the timing of any obligation on the part of Government should be specific, measurable and agreed upon;

iv) The required support should **NOT** include exemption(s) from the existing legal provisions;

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

vi) MDAs should ensure that annual targets for the identified performance indicators under Core Mandate are based on the FY. 2024/25 approved budget. In instances where a commitment may require additional exchequer funding or the intervention of another public agency, the concurrence of The National Treasury and Economic Planning or the agency must be obtained before committing the Government; and

vii) The Annual Performance Evaluation Report will document status of the extent to which non-fulfilment of commitments and obligations made by the Government to MDAs may have affected performance.

(e) Assignment of Weights for Performance Criteria and Performance Indicators

The weights for various Performance Criteria should be applied as assigned here below:

Performance Criteria	**Weight (%)**
Financial Stewardship	10
Service Delivery	15
Core Mandate	65
Implementation of Presidential Directives	2
Affirmative Action in Procurement	4
Cross-Cutting	4
Total	**100**

MDAs should note the following:

i) The performance criteria sub-weights have been pre-set and already incorporated in the GPCIS. In addition, the weights for performance indicators under Financial Stewardship, Service Delivery, Implementation of Presidential Directives, Affirmative Action in Procurement and Cross-Cutting criteria have been pre-set and incorporated in the GPCIS;

ii) In the Core Mandate criterion, the balance of the sub-weight (after factoring the sum total of the weights for the already pre-set performance indicators) should be distributed to the various performance indicators in negotiated proportions based on the relative effort attached to each indicator. MDAs should focus on the most critical output-based performance indicators guided by the hierarchy of results;

iii) **Ministries should ensure that they do not duplicate performance indicators and targets that are already included in the PCs of their respective downstream institutions** in order to avoid duplication of the commitments and double counting during the annual performance evaluation.

5.0 Performance Contracting Cycle and Indicative Timelines

The annual Performance Contracting Cycle is a detailed representation of the PC process that entails planning, development, implementation, monitoring & reporting, annual performance evaluation and planning for the subsequent cycle. The cycle comprises review of the Performance Contracting Guidelines; identification of performance targets; negotiations; vetting of the Performance Contracts by PSPMU for quality assurance; signing of the PCs; implementation; monitoring & reporting of performance; mid–year performance assessment; annual performance evaluation, release of performance evaluation results and deployment of performance rewards and sanctions.

The indicative timelines for completion of the various phases of the Performance Contracting Cycle are provided in the table below, with an illustration of the Cycle in the form of a flow chart provided in Annex I:

Activity	Indicative Timeline
Performance Contract Development and Implementation	
Identification of Performance Targets	By 30th May
Pre-Negotiation Consultations	1st June - 15th June
Negotiation of Performance Targets	16th June - 22nd June
Vetting of Performance Contracts	23rd June - 15th August
Signing of Performance Contracts	1st July – 15th August
Implementation of Performance Contracts	1st July - 30th June of the following year
Mid-Year Performance Review	16th January – 28th February
Annual Performance Evaluation	
Submission of Annual Performance Reports	By 15th July
Evaluation/Moderation	1st August - 15th October
Submission of Annual Performance Evaluation Report	31st October
Release of the Annual Performance Evaluation Report	30th November
Deployment of the Performance Rewards and Sanctions	From December

5.1 Review of the Annual Performance Contracting Guidelines

Review of the Performance Contracting Guidelines is carried out to incorporate emerging issues and lessons learnt with a view to improve the process in the subsequent period. The exercise is undertaken annually through a consultative stakeholders' engagement involving MDAs and is coordinated by PSPMU.

MDAs are required to fully apply the Guidelines to ensure that the draft PCs that will be developed and submitted for vetting meet all the prescribed standards.

5.2 Pre- Negotiation Consultations and Negotiations

5.2.1 Pre-Negotiation Consultations

During this stage, MDAs are required to: create a common understanding of the scope of their operations and the core business; confirm available financial and human resources; identify emerging issues; and other factors that may affect performance. The consultations should involve other institutions whose operations may affect achievement of the MDA's performance targets. It is also during this phase that consensus should be sought on the nature and level of commitments and obligations of one MDA to the other.

The pre-negotiations consultations stage is not provided for in the GPCIS since the nature and substance of any such consultations vary from one MDA to the other, are demand-driven and therefore cannot be standardised.

5.2.2 Negotiation of Performance Contracts

During this stage, MDAs are required to verify that performance indicators and targets are aligned to the priorities set by the Government. In addition, the performance indicators and targets should support achievement of the mandate of the institution and are derived from the Bottom-Up Economic Transformation Agenda (BeTA) as provided in the Kenya Vision 2030 MTP IV and are aligned to Sustainable Development Goals (SDGs), Agenda 2063, EAC Vision 2050, other national priorities, relevant Sector Performance Standards, and the approved budget for the financial year.

The negotiation process should be carried out online in the GPCIS and it commences with the MDA keying in relevant data and information in the "*PC Preparation*" module as per the instructions provided in the *PC Preparation User Guide*. The User Guide is available on the GPCIS landing page for MDAs to download. Once all relevant information is keyed in, the PC should be submitted online for negotiations.

The negotiations process will also be carried out online on the "*PC Negotiations*" module. The process will be guided by the instructions contained in the "*PC Negotiation and Vetting User Guide*" that is available on the GPCIS for MDAs to download.

The CS will be responsible for negotiation of the PCs for the Ministry and all its Agencies. It is a requirement that The National Treasury, the parent Ministry and Specialized Agencies participate in the negotiations of the PCs for State Corporations. Similarly, Ministry of Education should participate in the negotiations of the PCs for Tertiary Institutions.

The Specialised Agencies are required to provide leadership during negotiations of the respective Performance Indicators and targets that they superintend. The Secretary/CEO of the relevant Specialised Agency will be responsible for ensuring that adequate information on the specific performance indicator(s) is communicated to the MDAs early to inform pre-negotiations and negotiations of the PCs.

NB:

i) More details on the parties to negotiations and vetting of the Performance Contract at each level in an MDA are provided in Annex II.

ii) PSPMU has defined the assigned Technical Officers in all Ministries (one per State Department) and provided them with access credentials to the GPCIS to facilitate the negotiation process.

5.3 Vetting of Performance Contracts

All negotiated PCs should be submitted online in the GPCIS for vetting by PSPMU. The purpose of the vetting is to ensure quality assurance by verifying that the Performance Contracting Guidelines have been fully complied with.

Specifically, the purpose of vetting is to ensure:

a) Compliance with the Performance Contracting Guidelines;
b) The performance indicators and targets in the PC are aligned to BeTA and anchored on the Kenya Vision 2030 MTP IV, other national priorities including those identified during the Ministerial Road Shows, relevant Sector Performance Standards, SDGs, Agenda 2063, EAC Vision 2050 and the MDA's Strategic Plan. Specifically for alignment to BeTA, MDAs should prioritize performance indicators and specific sub-indicators on the five core priority areas of the Government namely: bringing down the cost of living, eradicating hunger, job creation, expanding the tax revenue base and improving the foreign exchange balance;
c) Performance indicators comprehensively address the mandate of the MDA and are aligned to the budgetary allocations;
d) Performance targets are output-based and growth-oriented (unless in instances where the optimal target has been achieved and sustainability may apply).

NB: Once a PC has been vetted/signed, it cannot be amended.

5.4 Signatories to the Performance Contracts

The following section stipulates the signatories to the PCs at the various levels within an MDA, including cascading of the same.

I. Ministry/State Department/Department

Level	For and on behalf of the Government	For Ministry/State Department/Department
1st – Ministry	H.E. the President	Cabinet Secretary
2nd –State Department	Cabinet Secretary	Principal Secretary
3rd –Department	Principal Secretary	Principal Administrative Secretaries*/Directors/ Heads of Department

* The signatory level in respect of a Principal Administrative Secretary may vary from one Ministry to another and should be guided by the specific reporting structures that are in place.

II. Constitutional Commission/Independent Office

Level	For and on behalf of the Government	For Constitutional Commission/ Independent Office
1st – Constitutional Commission/Independent Office	Chairperson to the Commission	CEO/Secretary
2nd – Departments	CEO/Secretary	Directors/Heads of Department
3rd – Divisions/Sections/Units	Directors/Heads of Department	Heads of Divisions/Sections/Units

III. State Corporation/ Statutory Body

Level	For and on behalf of the Government	State Corporation/ Statutory Body
1st – State Corporation/ Statutory Body	Cabinet Secretary	Chairperson and Independent Director
Cabinet Secretary, The National Treasury and Economic Planning counter-signs the PCs at the first level		
2nd – Office of CEO	Chairperson to the Board	CEO
3rd. – Departments	CEO	Directors/Heads of Department

IV. Public University

Level	For and on behalf of the Government	Public University
1st – University Council	Cabinet Secretary, Ministry of Education	Chairperson, University Council and Independent Council Member
Cabinet Secretary, The National Treasury and Economic Planning counter-signs the PCs at the first level		
2nd - Office of Vice – Chancellor	Chairperson, University Council	Vice-Chancellor
3rd – Colleges/ Faculties/Institutes/ Schools	Vice-Chancellor	Deputy Vice Chancellors/Principals, Deans of Faculty and Heads of Institutes/ Schools

V. Tertiary Institution

Level	For and on behalf of the Government	Tertiary Institution
1st – Board of Management	Cabinet Secretary, Ministry of Education	Chairperson, Board of Management (BoM) and Independent BoM Member
2nd - Office of the Chief Principal/Principal	Chairperson, BoM	Chief Principal/Principal
3rd - Departments	Chief Principal/ Principal	Heads of Department

NB:

i) PSPMU will undertake vetting for 1st Level Negotiated PCs .

ii) MDAs should ensure that the FY. 2024/25 PCs are signed within the stipulated timelines.

iii) MDAs should ensure that delay in actual signing of the vetted Performance Contract does not affect commencement of its implementation.

5.5 Cascading of Performance Contracts

The vetted PC should be cascaded by signing lower level Contracts in Departments and downstream institutions and subsequently, link specific deliverables and targets to individual officers through work plans and the staff performance appraisal. It is also a requirement to align the cascaded PCs to other planning tools such as the Procurement and Cash Flow Plans, to effectively facilitate achievement of the performance targets.

5.6 Performance Monitoring and Reporting

5.6.1 Performance Monitoring, Reporting and Feedback

Best practice in Performance Management requires that progress in implementation of the PC is monitored and reports prepared to assess the extent of achievement of the set targets in order to inform decision making. MDAs are encouraged to undertake self-reporting as part of promotion of good governance.

a) Submission of Performance Reports

All MDAs are required to prepare and submit quarterly performance reports within 15 days following the end of a quarter and the annual performance reports within 30 days after the end of the contract period. The reports should be prepared and submitted online using the Monitoring and Reporting Module in the GPCIS. MDAs are advised to refer to the Performance Monitoring and Reporting User Guide for instructions and relevant information on how to prepare and submit the reports online. A downloadable format of the User Guide can be accessed in the GPCIS.

The following Lead Agencies will be required to analyse the submitted quarterly performance reports using the relevant interface in the GPCIS and provide feedback within 15 days after the date of receipt:

Category of Agency	Lead Agency to Analyse Reports and Provide Feedback
Ministries	Public Service Performance Management Unit
State Corporations	Inspectorate of State Corporations
Tertiary Institutions	Ministry of Education

The role of the Lead Agencies in analysing the reports should as much as practicable include physical verification of the reported quarterly achievements in order to ensure credibility of the reports.

The quarterly reports should be discussed and approved by the Ministerial Performance Management Committee for Ministries, or Board/Council or the relevant sub-committee in the case of State Corporations and Tertiary Institutions. The signed/endorsed extracts of the minutes indicating that the report was discussed and approved should be uploaded on the GPCIS.

b) Submission of Performance Reports to Specialized Agencies

MDAs shall submit online both the quarterly and annual reports to agencies that have oversight mandate (Specialized Agencies) within the prescribed timelines for respective performance indicators. In turn, the Specialised Agencies should provide feedback online within the prescribed timelines. MDAs shall continue compiling and submitting their reports using existing agency-specific reporting platforms until the GPCIS is fully developed and all reporting tools are integrated into the System. The table below indicates the Specialised Agencies for the respective performance indicators:

Performance Indicator	Specialised Agency
Resolution of Public Complaints	Commission on Administrative Justice
Asset Management	The National Treasury and Economic Planning -The National Treasury
National Values and Principles of Governance	Directorate of National Cohesion and Values
Road Safety Mainstreaming	National Transport and Safety Authority
STI Mainstreaming	National Commission for Science, Technology and Innovation
Productivity Mainstreaming	National Productivity and Competitiveness Centre

The Specialized Agencies shall communicate details of performance indicator-specific reporting guidelines and information on how to access the reporting platforms directly to the MDAs as well as post the information on their official websites, in addition to any other supporting literature. The timelines for submission of the reports should be within 15 days after the end of a quarter for quarterly performance reports, and within 15 days after the end of the contract period for the annual performance reports.

c) Submission of Performance Reports to other Agencies

MDAs should submit reports to the agencies in the table below using the prescribed format and as per the stipulated timelines.

Performance Indicator	Agency
Access to Government Procurement Opportunities (AGPO)	Public Procurement Regulatory Authority
Promotion of Local Content in Procurement	Ministry of Investments, Trade and Industry -State Department for Industry

NB:

For Access to Government Procurement Opportunities, the reports should be submitted bi-annually as provided by the PPRA Circular No. 01/2016 on Mandatory Reporting Requirements by Procuring Entities.

5.6.2 Penalty for Non-Compliance with Timelines for Submission of Quarterly Performance Reports

An MDA that fails to submit all the four quarterly performance reports online within the stipulated timelines will have a weighted score of **0.0500** added to its composite score as a penalty for non-compliance.

5.6.3 Mid-year Performance Assessment

The purpose of the Mid-year Performance Assessment is to track progress of achievement, identify and address challenges and constraints affecting performance to ensure that MDAs are on course to achieving their annual performance targets. The assessment will entail physical verification of the reported quarterly achievements in order to ensure credibility of the exercise.

To facilitate the exercise, MDAs are required to:

a) Participate in the Mid-year Performance Assessment by providing all required information as well as facilitating any identified field verification visits;
b) Submit online the first and second quarter performance reports;
c) Avail any verifiable documented evidence of performance that may be required; and
d) Ensure that the reported achievement for each performance indicator is based on verifiable documented evidence of performance.

5.6.4 Release of Mid-Year Performance Assessment Report

The Mid-Year Performance Assessment Report will be released upon compilation by PSPMU.

5.7 Annual Performance Evaluation

Annual 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. MDAs are required to undertake self-performance evaluation (in-house evaluation) based on the annual achievement for each performance indicator using the GPCIS Annual Performance Evaluation Module. Annex III provides information on the Performance Evaluation Methodology.

To facilitate performance evaluation, MDAs are expected to provide verifiable and documented evidence of achievement of the agreed performance targets. As much as is practicable, and for the purpose of objectivity in performance evaluation, PSPMU will undertake actual verification of reported achievements. Upon agreement on the results, the parties to the moderation phase of the evaluation process should endorse copies of the final evaluation matrix and detailed notes (in the form of minutes).

Performance evaluation for each performance indicator should reflect the "actual" performance status even in instances where exogenous factor(s) may have been experienced. This notwithstanding, any exogenous factor(s) should be objectively established and documented. Once the performance moderation matrix and the minutes have been signed by both parties, they cannot be altered by either of the party.

The following are essential documents required for performance evaluation:

a) Performance Contracting Guidelines for the contract period;
b) Approved Budget for the contract period;
c) Approved Procurement Plan;
d) Vetted/Signed PC;
e) Annual Self-Evaluation Performance Report (compiled and submitted

online through the GPCIS);

f) Verifiable and documented evidence to support the reported achievements and other supporting documents;

g) Documentation of any exogenous factors that could have affected the performance of the MDA, either positively or negatively; and

h) Any other document that may be deemed relevant.

NB:

1. MDAs that fail to participate in the Annual Performance Evaluation (based on the duly vetted/signed PC), or for the reason that they declined to be placed on PC shall be graded "Poor" (5.0000) which is the lowest score.

2. During Annual Performance Evaluation, if it becomes apparent that an MDA did not provide full disclosure of information and data during negotiation or vetting of its performance targets, the evaluator will have the discretion to adjust the performance target accordingly if the non-disclosure led to "false" target and achievement performance.

3. PSPMU shall recall the mandate of annual performance evaluation for a performance indicator superintended by a Special Agency, if in the opinion of PSPMU and MDAs, the evaluation by the Agency is not objective.

5.8 Release of Performance Evaluation Report

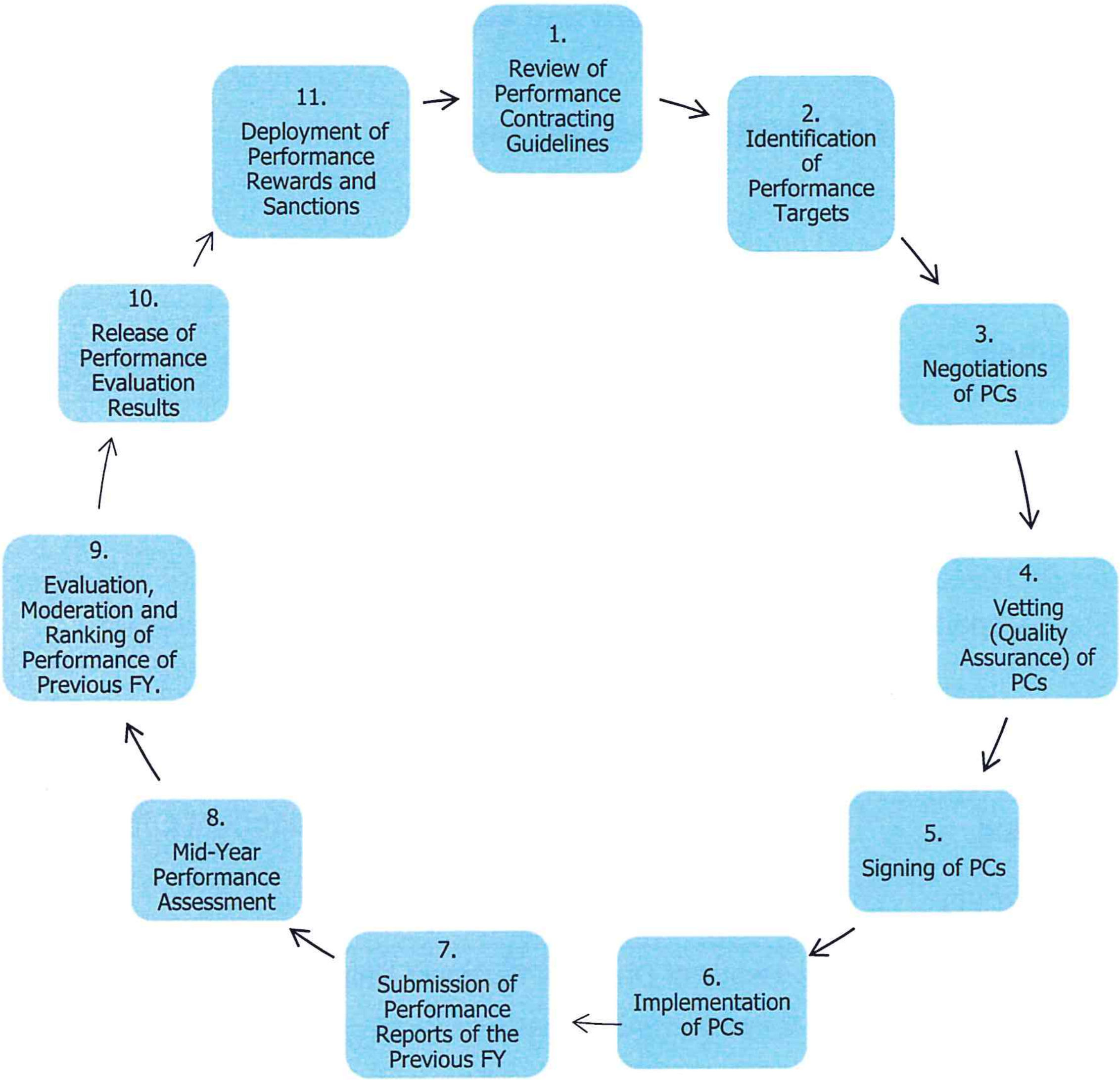
Upon completion of the annual performance evaluation and moderation, PSPMU will compile the Annual Performance Evaluation Report, which will be released by the President.

NB: Any concerns raised during Quarterly Monitoring, Mid-Year Performance Review or Annual Performance Evaluation and Moderation should be referred to Public Service Performance Management Unit for arbitration

PART TWO

ANNEXES TO THE PERFORMANCE CONTRACTING GUIDELINES FOR FY. 2024/25

Annex I: Annual Performance Contracting Cycle



Annex II: Parties to the Negotiations and Vetting of Performance Contracts

A: Negotiations of Performance Contracts

I. Ministries

Government	Ministry
Cabinet Secretary	Principal Secretary(ies)
Specialized Agencies	Heads of Department

The State Department Team will be lead by respective Principal Secretary

II. Constitutional Commissions/Independent Offices

Government	Constitutional Commission/ Independent Office
Secretary/CEO	Directors/ Heads of Department
	Heads of Divisions/Sections/ Units

III. State Corporations

Government	State Corporation
PS –Relevant State Department	Chairperson
The National Treasury	Independent Director/Council Member
	CEO
Specialized Agencies	Heads of Department

Chairperson to lead the State Corporation Team

IV. Tertiary Institutions

Government	**Tertiary Institution**
PS –Relevant State Department Specialized Agencies	Chairperson/ BoM
	One Independent BoM Member
	Chief Principal/Principal
	Heads of Department

Chairperson to lead the Tertiary Institution's Team

B: Vetting of Performance Contracts:

I. Ministries

Government	**Ministry**
Public Service Performance Management Unit	Cabinet Secretary
	Principal Secretary(ies)
	Heads of Department

II. Constitutional Commissions/Independent Offices

Government	Constitutional Commission/ Independent Office
Chairperson	Secretary/CEO
	Directors/ Heads of Department
	Heads of Division/Section/ Unit

Secretary/CEO to lead the Constitutional Commission's/ Independent Office's Team

III. State Corporations

Government	State Corporation
Public Service Performance Management Unit	Chairperson
	Independent Director/Council Member
	CEO/DG/MD
	Heads of Department

Chairperson to lead the State Corporation's Team

IV. Tertiary Institutions

Government	Tertiary Institution
Public Service Performance Management Unit	Chairperson/BoM
	One Independent BoM Member
	Chief Principal/Principal
	Heads of Department

Chairperson to lead the Tertiary Institution's Team

Annex III: Performance Evaluation Methodology

1.0 Performance Grades

Performance of an MDA for a particular 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., $1.3T \leq Xa \leq 2T$.

Where T= Target and Xa= Actual Achievement

Very Good Grade

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

Good Grade

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

Fair Grade

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

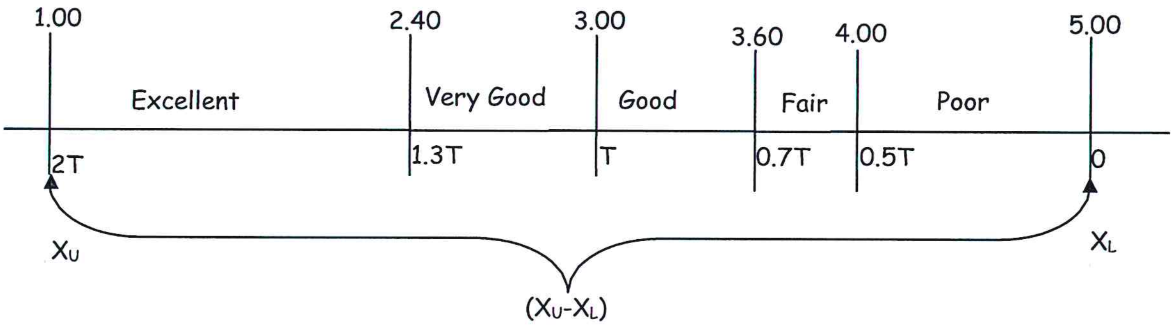
Poor Grade

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

1.1 Computation of Performance Criteria Values

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

This is illustrated in the diagram shown below:



Where, T = Target

Xa = 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 computing the raw score for any achievement entails establishing the value of the position of the performance within entire span. Calculation of the Raw Score therefore, is based on the Actual Achievement (Xa) 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 applying the same formula that computes the criteria values proportionately from 1.00 to 5.00.

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

Criteria Value Range

Performance Grade	**Criteria Value Range Using Raw Score**	**Range Span**
Excellent	$1.00 \geq Xa \geq 2.40$	1.40
Very Good	$2.40 > Xa \geq 3.00$	0.60
Good	$3.00 > Xa \geq 3.60$	0.60
Fair	$3.60 > Xa \geq 4.00$	0.40
Poor	$4.00 > Xa \geq 5.00$	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.

1.3: 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

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

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

As the diagram above 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 $\left\{\frac{2T - X_a}{2T}\right\}$

Raw Score= 1.00 + 2.00 $\left\{\frac{\mathbf{2T - X_a}}{\mathbf{T}}\right\}$

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

Step 3: Compute the Weighted Score

Multiply Raw Score by the weight assigned to the indicator (expressed as a percentage) to obtain the Weighted Score, i.e., Weighted Score = Raw Score x Indicator Weight as a percentage.

Step 4: Compute the Composite Score

The Composite Score is computed by adding up the weighted scores of all the performance indicators in the performance contract. The Composite Score should range from1.00 to 5.00.

Thus, Composite Score = Sum of all the Weighted Scores.

1.4 Computation of the Raw Score When Declining Achievement is Desirable, e.g., Reduction of Turn-around Time, Decongestion, and Decrease in Mortality Rates etc.

Determine criteria value range where actual performance falls

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

i) Excellent $= 0.7\,T \leq Xa \leq 0$

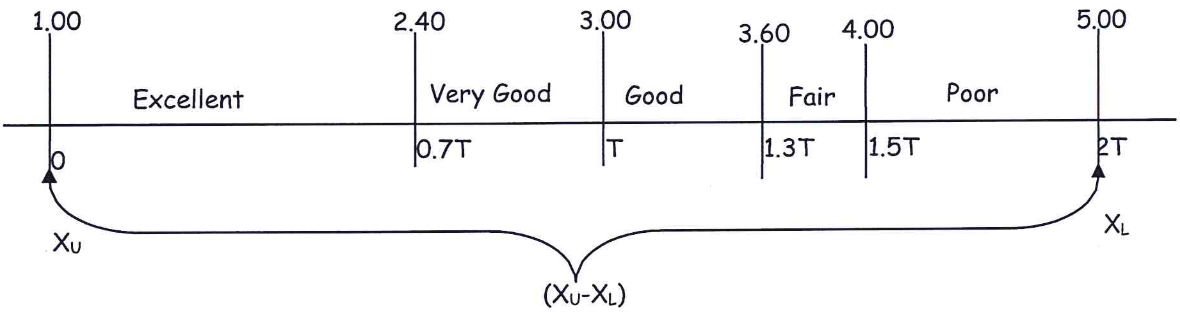
ii) Very Good $= T \leq Xa < 0.7T$

iii) Good $= 1.3T \leq Xa < T$

iv) Fair $= 1.5T \leq Xa < 1.3T$

v) Poor $= 2T \leq Xa < 1.5T$

Computation of the Raw Score



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

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

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

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

1.5. Indicators Whose Achievement Cannot Exceed 100%

There are some performance indicators for which achievement beyond 100% is not feasible. For such indicators, achievement is capped at 100% and attracts a raw score of 3.00. e.g., capacity utilization, absorption of allocated funds, etc.

Annex IV: Definition of Key Terms

a) **Cascading of Performance Contracts** – refers to extending the Performance Contracting process to downstream institutions (Departments/Divisions/Sections/Units including Field/Regional Offices), lower levels and all cadres of employees. It also entails implementation of Staff Performance Appraisal for officers in all cadres. Cascading of PC enables an MDA to effectively link individual employee's performance to the performance of the organisation for achievement of the strategic objectives and ultimately its mandate.

b) **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 obtain the services/goods, cost of the services/goods, time it takes to provide the services/deliver the goods and the redress mechanisms in case of dissatisfaction.

c) **Exogenous Factors** – these are occurrences that affect performance either positively or negatively and cannot reasonably be planned for, controlled or predicted. These however, exclude factors that could have been pre-empted by meticulous planning including risk management.

d) **Independent Performance Management Team** – a team that vets PCs, monitors and evaluates performance of MDAs on behalf of the Government.

e) **Ministries, Departments and Agencies (MDAs)**– refer to National Government Ministries; State House; Office of the Deputy President; Chief of Staff and the Head of Public Service; Office of Attorney General and Department of Justice; and State Corporations, Constitutional Commissions & Independent Offices and Tertiary Institutions.

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

g) **Outputs** – these are specific products or services (immediate results of an activity) over a specified period.

h) **Performance Criteria** – is a principle or standard for evaluating performance represented by a set of performance indicator(s).

i) **Performance Evaluation** – the process of ascertaining the extent of achievement of the agreed performance targets using the prescribed performance evaluation methodology.

j) **Performance Indicator –** is a measurable variable by which the performance of an MDA is assessed.

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

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

m) **Productivity** – is a measure of output produced per unit of input. It represents the relationship between input and outputs in the production process. It addresses the quantity & quality of outputs (products/services) and their worth (value) in terms of achieving the institution's goals and in relation to the resources consumed.

n) **Productivity Index** –is a measure of achievement that identifies the input contribution of each factor of production to the final output in relation to an agreed base year.

o) **Productivity Metrics** – is a measure of quantitative assessment used for tracking productivity.

p) **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 public institution.

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

r) **Self-Evaluation** – refers to in-house performance assessment by an MDA using the self-evaluation module in the GPCIS.

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

t) **Vetting** – refers to the process of verifying whether a negotiated Performance Contract fully complies with the provisions of the Performance Contracting Guidelines. The process is essentially a quality assurance exercise and is undertaken by PSPMU.

Annex V: Model Performance Contract and Matrices for Ministries, Non-Commercial State Corporations, Commercial State Corporations, Tertiary Institutions, Constitutional Commissions and Independent Offices

This Performance Contract (hereinafter referred to as "Contract") is entered into between the Government of the Republic of Kenya (hereinafter referred to as "GoK") represented by .... of P.O. Box .... (together with its assignees and successors) of the one part, and .... (hereinafter referred to as the ....), (together with its assignees and successors) of P.O. Box .... of the other part.

WHEREAS;

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

The Government recognizes that MDAs hold a key role in the implementation of the national priorities in order to improve the quality of life of the citizens and make Kenya globally competitive;

The purpose of this Performance Contract is to establish the basis for ensuring that efficient and effective services are delivered to Kenyans in line with the provisions of the Constitution. MDAs are required to adopt systems that enable innovativeness and adaptability of public services to the needs of users through automation and on-boarding of services on the e-citizen platform.

This Performance Contract therefore represents the basis for continuous performance improvement that meets the needs and expectations of the Kenyan people.

Therefore, the parties hereto agree as follows:

Part I: Statement of Responsibility by the CS/BoD/Council/BoM

The Mandate of the Ministry/ State Corporation/Tertiary Institution is to

....

....

It is my/our 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/our undertaking to ensure that the Ministry/State Corporation/Tertiary Institution has a credible Strategic Plan and Performance Contract that will deliver the desired goals.

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

Part II: Vision Statement, Mission Statement and Strategic Objectives

(a) Vision Statement of the MDA

(b) Mission Statement of the MDA

(c) Strategic Objectives of the MDA

Part III: Statement of Strategic Intent by the CS/BoD/Council/BoM

In carrying out my/our duties, I/we intend to put all my/our efforts towards contributing effectively and efficiently to the achievement of the national development agenda as espoused in the Kenya Vision 2030 MTP IV, keeping in mind the specific priorities of the Ministry/State Corporation/Tertiary Institution. Bearing in mind the imperative of inclusivity, I/we will implement the following Strategic Intents during the Financial Year:

i) ....

ii) ....

iii) ....

iv) ....

Part IV: Commitments and Obligations of the Government

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

NB:

1. ***Any other commitment or obligation that may be relevant to a specific MDA in execution of the Performance Contract may be included upon agreement during the PC development process.***
2. ***The commitment on "Release of exchequer within seven (7) days upon submission of the request" has been removed from the GPCIS since it does not apply uniformly across all MDAs. However, MDAs that need to commit the Government through their Parent Ministry, may include the commitment.***

Part V: Reporting Requirements

MDAs are required to compile and submit Quarterly and Annual performance reports online as provided in *Section 5.6.1* for the purpose of monitoring progress and Annual Performance Evaluation.

Part VI: Duration of the Performance Contract

The Performance Contract will run for one financial year from 1st July to 30th June or as otherwise specified.

Part VII: Signatories to the Performance Contract

For and on behalf of MDA

Signature.................................Date.....................................

Name: ....

Designation: ....

For and on behalf of Government

Signature.....................................Date.....................................

Name: ....

Designation: ....

NB: The full list of the signatories to the Performance Contract is provided in Section 5.4 of the Guidelines and relevant information is available in the GPCIS for MDAs to select as applicable. As provided in the Draft PC User Guide, all information on signatories will be selected from a dropdown list except for the names of the signatories, which are specific to the MDA and will therefore have to be keyed in.

Annex V(A): Performance Contract Matrix for Ministries, Non-Commercial State Corporations, Tertiary Institutions, Constitutional Commissions and Independent Offices[1]

S/No.	Performance Criteria and Indicators	Unit of Measure	Weight (%)	Baseline (Status Previous Year -FY 2023/24)	Annual Target (FY 2024/25)
A	**Financial Stewardship***				
	Absorption of Allocated Funds (GoK)	%	2		100
	Absorption of Externally Mobilized Funds	%	3		100
	Appropriation-in-Aid	Kshs.	2		
	Pending Bills Ratio	%	3		≤1
	Weight Sub-Total		**10**		
B	**Service Delivery**				
	Implementation of Citizens' Service Delivery Charter	%	4		100
	Digitalization of Government Services	%	7		100
	Resolution of Public Complaints	%	4		100
	Weight Sub-Total		**15**		
	Core Mandate				
	MDA's priority programmes/		50		

[1] As explained in ***Section 4 (Key Elements of the Model Performance Contracts***) all standard information in the PC Matrix has already been incorporated in the PC Preparation Module in the GPCIS. MDAs should therefore internalise the *PC Preparation User Guide* to effectively and comprehensively key in relevant information to develop the matrix online.

S/No.	Performance Criteria and Indicators	Unit of Measure	Weight (%)	Baseline (Status Previous Year -FY 2023/24)	Annual Target (FY 2024/25)
C	projects (BETA, Vision 2030 Flagship Projects and Other Priorities)				
	Ease of Doing Business**	%	2		100
	Project Completion Rate	%	2		100
	Revenue Collection***	Kshs.	4		
	Development Index****	%	2		
	Science, Technology and Innovation Mainstreaming****	%	2		100
	Productivity Improvement	Index	3		
	Weight Sub-Total		**65**		
D	**Implementation of Presidential Directives**	%	**2**		100
E	**Affirmative Action in Procurement**				
	Access to Government Procurement Opportunities	Kshs.	2		
	Promotion of Local Content in Procurement	Kshs.	2		
	Weight Sub-Total		**4**		
F	**Cross-Cutting**				
	Asset Management	%	1		100
	Youth Internships/Industrial Attachments/ Apprenticeships	No	1		

S/No.	Performance Criteria and Indicators	Unit of Measure	Weight (%)	Baseline (Status Previous Year -FY 2023/24)	Annual Target (FY 2024/25)
	Competence Development	%	1		100
	National Values and Principles of Governance	%	1		100
	Weight Sub-Total		**4**		
	Overall Total Weight		**100**		

****Assignment of weights based on different scenarios depending on which performance indicator(s) are applicable to an MDA will be as follows:***

> ***SCENARIO I:*** *If Absorption of Externally Mobilized Funds is not applicable, the Weight for Absorption of Allocated Funds (GoK) should be adjusted to 5*
>
> ***SCENARIO 2:*** *If A- in- A is not applicable, the Weight for Absorption of Allocated Funds (GoK) should be adjusted to 3 and the one for Absorption of Externally Mobilized Funds to 4*
>
> ***SCENARIO 3:*** *If both Absorption of Externally Mobilized Funds and A –in- A are not applicable, the Weight for Absorption of Allocated Funds (GoK) should be adjusted to 6 and the one for Pending Bills Ratio to 4*

**This is applicable to MDAs that implement "Ease of Doing Business" sub-indicators as stipulated in Annex VI on Description of Performance Indicators.

***This is only applicable to MDAs that have a specific mandate of "collecting revenue" as provided by relevant statutes.

**** This Performance Indicator is only applicable to The National Treasury and Economic Planning.

***** This performance indicator applies to all MDAs that have a specific mandate on "research, science, technology and innovation" as part of their core mandate. Information on whether an MDA is eligible to implement this performance indicator will be communicated to the MDAs individually by

NACOSTI. In addition, NACOSTI should upload the full list of the eligible MDAs on its website ***www.nacosti.go.ke* by 30th June, 2024.**

Annex V(B): Performance Contract Matrix for Commercial State Corporations[2]

S/No.	Performance Criteria and Indicators	Unit of Measure	Weight (%)	Baseline (Status Previous Year -FY 2023/24)	Annual Target (FY 2024/25)
A	**Financial Stewardship***				
	Absorption of Allocated Funds (GoK)	%	2		100
	Absorption of Externally Mobilized Funds	%	3		100
	Appropriation-in-Aid	Kshs.	2		
	Pending Bills Ratio	%	3		≤1
	Weight Sub-Total		**10**		
B	**Service Delivery**				
	Implementation of Citizens' Service Delivery Charter	%	4		100
	Digitalization of Government Services	%	7		100
	Resolution of Public Complaints	%	4		100
	Weight Sub-Total		**15**		
	Core Mandate				
	MDA's priority programmes/ projects (BETA, Vision 2030 Flagship Projects and Other		42		

[2] As explained in ***Section 4 (Key Elements of the Model Performance Contracts***) all standard information in the PC Matrix has already been incorporated in the PC Preparation Module in the GPCIS. MDAs should therefore internalise the *PC Preparation User Guide* to effectively and comprehensively key in relevant information to develop the matrix online.

S/No.	Performance Criteria and Indicators	Unit of Measure	Weight (%)	Baseline (Status Previous Year -FY 2023/24)	Annual Target (FY 2024/25)
C	Priorities)				
	Ease of Doing Business**	%	2		100
	Project Completion Rate	%	2		100
	Pre-Tax Profit	Kshs.	5		
	Dividends to the National Treasury	Kshs.	5		
	Return on Investment	%	4		
	Science, Technology and Innovation Mainstreaming***	%	2		100
	Productivity Improvement	Index	3		
	Weight Sub-Total		**65**		
D	**Implementation of Presidential Directives**	%	**2**		100
E	**Affirmative Action in Procurement**				
	Access to Government Procurement Opportunities	Kshs.	2		
	Promotion of Local Content in Procurement	Kshs.	2		
	Weight Sub-Total		**4**		
F	**Cross-Cutting**				
	Asset Management	%	1		100
	Youth Internships/Industrial Attachments/ Apprenticeships	No	1		
	Competence Development	%	1		100

S/No.	Performance Criteria and Indicators	Unit of Measure	Weight (%)	Baseline (Status Previous Year -FY 2023/24)	Annual Target (FY 2024/25)
	National Values and Principles of Governance	%	1		100
	Weight Sub-Total		**4**		
	Overall Total Weight		**100**		

***Assignment of weights based on different scenarios depending on which performance indicator(s) are applicable to an MDA will be as follows:**

SCENARIO I: *If Absorption of Externally Mobilized Funds is not applicable, the Weight for Absorption of Allocated Funds (GoK) should be adjusted to 5.*

SCENARIO 2: *If A- in- A is not applicable, the Weight for Absorption of Allocated Funds (GoK) should be adjusted to 3 and the one for Absorption of Externally Mobilized Funds to 4.*

SCENARIO 3: *If both Absorption of Externally Mobilized Funds and A –in- A are not applicable, the Weight for Absorption of Allocated Funds (GoK) should be adjusted to 6 and the one for Pending Bills Ratio to 4.*

This is applicable to MDAs implementing "Ease of Doing Business" sub-indicators as stipulated in ***Annex VI* on Description of the Performance Indicator on Ease of Doing Business.

*** This performance indicator applies to all MDAs that have a specific mandate on "research, science, technology and innovation" as part of their core mandate. Information on whether an MDA is eligible to implement this performance indicator will be communicated to the MDAs individually by NACOSTI. In addition, NACOSTI will upload the full list of the eligible MDAs on its website www.nacosti.go.ke ***by 31st July, 2024.***

Annex VI: Description of Performance Indicators

1. **Absorption of Allocated Funds (GoK)** - this refers to application of budgeted and approved funds (GoK) to programmes, projects and activities for which they were appropriated and planned for. It links the process of budgeting to performance target setting. Absorption will be computed by dividing the actual total expenditure by the total allocated funds.

2. **Absorption of Externally Mobilized Funds** - this refers to application of approved funds from Development Partners to programmes, projects and activities for which they were appropriated and planned for. Externally Mobilized Funds include donor funds (Loans, grants, etc.). MDAs are required to provide full disclosure of all sources of their external funding.

3. **Appropriation-in-Aid** - this refers to classes of revenue that The National Treasury authorizes an Accounting Officer to collect and use at source. It also includes classes of donor funds reflected as Direct Payments A-in-A in the printed estimates.

4. **Pending Bills Ratio** – this refers to all the financial obligations (both GoK allocations and Externally Mobilized Funds) that remain outstanding at the end of the financial year that have to be provided for in the subsequent budgeting period expressed as a percentage of the total approved budget. The financial obligations include, but are not limited to, payments to service providers, loan obligations and statutory deductions to relevant institutions. For MDAs that use accruals accounting method, payments due to suppliers and other service providers that are beyond the provided credit period will be treated as pending bills.

   MDAs should ensure that any pending bills that are incurred in a given financial year do not exceed 1% of the actual budgetary allocation for the contract period. In addition, MDAs should fully document and disclose all historical pending bills and put in place measures to resolve them.

5. Implementation of Citizens' Service Delivery Charter

Key service delivery commitments by MDAs 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. In addition, MDAs should ensure that they fulfill their commitments and progressively improve customer experience. MDAs 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 that is provided in ***Annex VII***. For the purpose of visibility and legibility 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 Citizens' Service Delivery Charter to unique needs and convenient access of the customers by among others, translating it to Braille, providing mechanisms for sign language, providing audio recordings and uploading it on the MDA's online platforms (20%);
c) Sensitize staff on the Citizens' Service Delivery Charter (20%); and
d) Ensure conformity with commitments and standards in the Citizens' Service Delivery Charter by establishing compliance to the commitments stipulated in the Charter through undertaking quarterly monitoring, analyzing and compiling compliance quarterly reports (50%).

NB:

i) An institution that does not display the Citizens' Service Delivery Charter prominently at the point of entry/service delivery points in both English and Kiswahili, in the prescribed format and size, will be awarded a raw score of 5.00 for this performance indicator during the annual performance evaluation.

ii) MDAs are required to incorporate the established standards for the common service areas as per Public Service Commission Circular Ref. No. PSC/HRA/PSCDC/125 of 12th September 2023 on "Implementation of Citizens' Service Delivery Charter-Common Service Areas".

iii) For a Ministry with more than one (1) State Department, the Charter maybe specific to the Department and accordingly be displayed appropriately.

6. Digitalization of Government Services

This refers to measures being undertaken by the MCDAs to accelerate adoption of ICT solutions to provide easy access, convenience and efficiency in service delivery. This will be done through the use of digital technologies to improve the way Government services are offered. In addition, it will involve aligning institutional structures, policies and strategies geared towards progressive digitalization. This indicator cuts across all MDAs being the end result of business process reengineering and continuous service delivery improvements.

The indicator aims to assist MDAs identify and document new areas of automation, prioritize services to be automated, identify and setup appropriate infrastructure, institute security strategies, monitor availability of online services, provision of ICT Budgets, capacity building/retooling on digital skills, onboarding to E-Citizen platform and change management. The services that attract automation are those that are Knowledge-based or Rule-based, Repetitive, High-volume of data and those with high likelihood of human errors.

The State Department for ICT and Digital Economy will play a lead role in providing technical support to MDAs to implement the perfromance indicator in conjunction with Public Service Transformation Department (PSTD).

The following are the sub-indicators to be implemented by MDAs:

i) Core services identified and prioritized for BPR (10%);

ii) At least two core services re-engineered end-to-end (35%);

iii) Re-engineered service processes digitalized (35%); and

iv) All digitalized customer facing services onboarded onto the e-citizen platform, where applicable (20%).

7. Resolution of Public Complaints

All public institutions are required to promptly address and resolve public complaints referred to them directly or channeled through the Commission on Administrative Justice (CAJ). Additionally, they are required to process all requests for information received. The following are the sub-indicators to be implemented by MDAs:

i) Resolution of all complaints received (65%); and

ii) Requests on access to information received processed (35%).

Additional information to support MDAs in implementation of this performance indicator, including the reporting template can be accessed from the CAJ website: www.ombudsman.go.ke

Quarterly reports should be submitted via email to the Commission through certificationpc@ombudsman.go.ke

8. Core Mandate - MDAs should identify the performance indicators that are informed by the Kenya Vision 2030 MTP IV, BETA priorities (as espoused in the "National Executive Retreats and the Ministerial Road Shows 2024"), EAC Vision 2050, Agenda 2063, SPS, and the SDGs. The funding requirements should be established under either GoK or any other sources. In addition, MDAs are required to brand Vision 2030 Flagship Projects and submit quarterly progress reports for all flagship projects to Kenya Vision 2030 Delivery Secretariat.

9. Ease of Doing Business – This entails making business regulations simpler by creating conducive environment for starting, operating and sustaining a business. MDAs are required to select the following parameters that are relevant to their mandate:

i) Starting a business – procedures, time, cost and minimum capital to start a new business;

ii) Dealing with construction permits – procedures, time and cost to put up buildings and infrastructure;

iii) Getting utilities – procedures, time and cost to get connected to utilities (e.g., electricity, water, sewerage etc.);

iv) Registering property – procedures, time and cost to register a Title Deed;

v) Getting credit – ease of getting credit;

vi) Protecting investors – extent of disclosure of information to investors and shareholders;

vii) Paying taxes – number of taxes paid, hours per year spent preparing tax returns and total tax payable as share of gross profit;

viii) Trading across borders – number of documents, cost and time necessary to export and import;

ix) Enforcing contracts – procedures, time and cost to enforce a debt contract; and

x) Resolving insolvency – the time, cost and recovery rate (%) under bankruptcy proceedings.

10. Project Completion Rate – refers to the status of implementation of planned projects during the contract period as per the identified deliverables. Projects refer to both physical and non-physical development undertakings. MDAs are required to key in the required information on identified projects in the "Projects Matrix" label under the "Define Projects" sub-label that is provided in the *GPCIS PC Preparation Module* when developing their PCs. Once all the information is keyed in, it should appear in tabular form (Captured Projects Table) as shown below:

S/No.	Project Name	Project Description	Location	Total Estimated Cost (Kshs.)	Current Status (Status of physical completion in % and description)	Allocation for FY 2024/25 (Kshs.)	Expected Deliverables (Outputs) for FY 2024/25
1.							
2.							

Only projects that are not directly under the mandate of an MDA but support or facilitate achievement of the core mandate e.g. construction of an administration block, development of ERP, construction of field offices, construction of a perimeter fence etc. should be keyed in as projects for the purpose of identifying projects under the *Project Completion Rate* performance indicator.

MDAs should ensure that projects that are listed in the matrix are not duplicated as performance indicators under the Core Mandate. In addition, MDAs should ensure that the expected deliverables are as per the awarded contracts or the approved work plans where such projects are implemented internally. For the purpose of annual performance evaluation, actual achievement for *Project Completion Rate* will be computed by averaging the verified level of achievements for all the committed projects.

11. Revenue Collection – Refers to monies collected from private organisations, public agencies and individuals in form of fines, taxes, levies, user charges or any fees and remitted to Kenya Revenue Authority. This is only applicable to MDAs that have a specific mandate of collecting revenue as provided by relevant statutes.

12. Development Index –refers to the ratio of development expenditure to total expenditure expressed as a percentage. Annual achievement is computed by dividing the Development Expenditure (DE) by Total Expenditure (TE) i.e., DE/TE where TE is equal to Development Expenditure (DE) + Recurrent Expenditure (RE). 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 does not result in the 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. The National Treasury and Economic Planning should ensure that the minimum ratio of 70:30 for RE to DE is achieved during the budgeting process and subsequent releases to the MDAs.

13. Pre-Tax Profit – refers to the excess of income over expenditure after providing for depreciation and interest, but not before providing for corporate tax.

14. Dividends to The National Treasury – this refers to the payment made to The National Treasury as a shareholder in a Government Agency during the distribution of profit.

All Commercial State Corporations should provide 80% of profit after tax for payment of dividends as provided in the National Treasury Circular No.2/2024 of 27th March, 2024 on "*Policy Measures to Enhance State Corporations' Revenue Generation and Expenditure Rationalization in line with the Government's Fiscal Consolidation Efforts*".

15. Return on Investment – refers to the ratio of pre-tax profit to total assets as a percentage.

16. Science, Technology and Innovation (STI) Mainstreaming

This indicator aims at ensuring that MDAs entrench Science, Technology, and Innovation into their programs to facilitate the attainment of the national development agenda. Depending on the level of implementation of the indicator, MDAs are required to undertake the following: -

Stream A: Applicable to new entrants and MDAs without Institutional STI Mainstreaming Strategy

i) Institutional STI Mainstreaming Strategy developed (30%); and
ii) STI strategic issues implemented (70%)

Stream B: Applicable to MDAs with approved STI Mainstreaming Strategy

i) Collaborations and Partnerships in RSTI established (30%)
ii) Technology(ies) and/or innovation(s) transferred (70%)

NB: Additional information to support MDAs in implementation of this performance indicator including the reporting template and the list of eligible MDAs can be accessed from NACOSTI's website. www.nacosti.go.ke

For any clarification regarding this indicator, please get in touch with NACOSTI at: pc@nacosti.go.ke or dg@nacosti.go.ke and Tel. Nos. 0713788787 / 0735404245 / 020-40007000.

17. Productivity Improvement - the aim of the perfromance indicator is to enable MDAs to measure the efficiency and effectiveness of resources (labour, capital, technology and systems) utilization in converting inputs into quality outputs. This is undertaken under three broad areas namely: Operational Efficiency; Labour Performance; and Citizen Participation. The specific metrics related to the three areas include but not limited to: costs; time; output rate; and resource usage to inform decision making with respect to pricing, production scheduling, purchasing, contracting and delivery scheduling.

The National Productivity and Competitiveness Centre (NPCC) in the Ministry of Labour and Social Protection will play a lead role in providing technical support to MDAs.

The following are the sub-indicators to be implemented by MDAs:

Stream A: Productivity Index improved

This is applicable to MDAs that have established a baseline productivity index.

Stream B: Productivity Index established

This is applicable to MDAs that are yet to establish a baseline productivity index.

NB:

1. Additional information to support MDAs in the implementation of this performance indicator including the reporting format can be accessed from the website of the Ministry of Labour and Social Protection at ***https://www.labour.go.ke***
2. Quarterly reports should be sent to the National Productivity and Competitiveness Centre on email address: ***productivitycentre@labour.go.ke***

18. Implementation of Presidential Directives - this refers to directives that are issued by H.E. The President and communicated by the Chief of Staff and Head of the Public Service on specific areas for execution by the relevant MDA and may include Circulars and Executive Orders.

If a Presidential Directive is already provided for as a performance indicator under the Core Mandate performance criterion, it should not be duplicated under the Implementation of Presidential Directives criterion. The Presidential Directive on "*National Tree Growing Restoration Campaign*" is ONE of the directives to be implemented by MDAs.

The Presidential Directive on "National Tree Growing Restoration Campaign" is mandatory across all MDAs placed on Performance Contract.

There is a Global call for action to halt and reverse deforestation and land degradation with consensus to restore at least 30% of the degraded terrestrial and marine ecosystems by 2030. Kenya has more than 90% of landscapes facing degradation (61% high and 27% severe).

In response to the call, on 21st December, 2022, the President launched the National Tree Growing and Restoration Campaign to grow 15 billion trees for restoration of 10.6 million hectares by 2032. This initiative is expected to increase forest and tree cover from 12% to 30% by 2032.

The following are the sub-indicators to be implemented by MDAs:

i) Minimum allocated trees grown (70%); and
ii) Key stakeholders mobilized to grow trees, in liaison with the State Department for Forestry (30%).

Additional information to support MDAs in implementation of this Directive, including the reporting template can be accessed via www.environment.go.ke.

MDAs are required to submit quarterly and annual reports on implementation of this Directive to the State Department for Forestry via ps@forestry.go.ke

For each of the identified Presidential Directives, MDAs should key in the required information in the "Presidential Directives Matrix" label under the "Define Presidential Directives Matrix" sub-label provided in *GPCIS PC Preparation Module*. Once all the information is keyed in, it should appear in tabular form (Captured Presidential Directives) as shown below:

S/No	Directive Name	Directive Description	Date Issued	Directive Timelines	Estimated Cost (Kshs.)	Allocation for Current FY (Kshs.)	Expected Deliverables
1.							
2.							

For the purpose of annual performance evaluation, actual achievement for

Implementation of Presidential Directives will be computed by averaging the achievements of the expected deliverables for all the Directives.

19. Access to Government Procurement Opportunities – refers to the 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 MDA to youth, women and PWDs 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 PWDs.

To facilitate achievement of this target, MDAs should 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 MDA.

Follow-up actions will include ensuring that the three groups actually access the procurement opportunities and facilitation of quick processing of payments.
In addition, MDAs should pre-qualify the registered groups as (an affirmative action) and submit to PPRA a summary of the procurement opportunities allocated to the target groups in the format provided in the PPRA website, www.tenders.go.ke. MDAs shall submit a summary of the procurement opportunities allocated to PWDs to NCPWD, via dmd@ncpwd.go.ke

20. Promotion of Local Content in Procurement - 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 MDA. It 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.
Goods and services will qualify as locally produced when they meet the following principles or criteria:

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

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).

MDAs are required to prepare and submit quarterly progress reports on the implementation of this indicator to the Ministry of Investments, Trade and Industry.

MDAs are advised to refer to the Preferential Procurement Master Roll No. 1 of 2022 issued by the Ministry of Investments, Trade and Industry which can be accessed on ***http://www.industrialization.go.ke***

21. Asset Management

Asset management is the systematic process of planning, acquisition, operating, maintaining and disposing of assets in the most cost-effective manner. Implementation of this performance indicator will facilitate MDAs to prepare and maintain registers of assets, safeguard the assets and ensure standardization of the process for: identification; recording; disclosure; and reporting of assets.

Implementation of the indicator will ensure idle and unserviceable assets are disposed, in all cases, in full conformity to the existing legal requirements. Further, Public sector entities will ensure adequate asset management structures and systems are in place for prudent management of public assets for optimum economic and social benefits to the public.

In addition, MDAs should acquire documents of ownership of land, buildings, equipment and motor vehicles to support ownership.

MDAs are required to undertake the following:

i) Inventory of Assets updated (30%);
ii) Assets Ownership documents acquired (30%); and
iii) Idle Assets disposed (40%).

All MDAs are required to submit quarterly and annual reports to The National Treasury & Economic Planning using the prescribed format by email *nalm@treasury.go.ke*

NB:

1. The National Treasury will assess the annual performance of MDAs and issue a score at the end of the contract period.

2. Prescribed reporting templates and guidelines to support MDAs in implementation of this performance indicator can be accessed from the National Treasury website at https://www.treasury.go.ke

22. Youth Internships/Industrial Attachments/Apprenticeships - MDAs are required to engage the youth progressively in internship, industrial attachment or apprenticeship programs for skills transfer. The minimum number of youth in internship, industrial **attachment** or apprenticeship programs in MDAs should ideally be at least 5% of the total in-post of the staff strength.

MDAs should provide a breakdown of the youth to be engaged in internship (based on numbers declared and actual postings by the Public Service Commission), industrial attachment or apprenticeship programs. The target for internship opportunities should at the very minimum be the number declared to the Commission for the contract period.

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.

23. Competence Development – refers to the systematic enhancement of skills and proficiencies in order to address career progression of individual employees and improve institutional performance.

Employee Performance Management is the assessment of individual employee's performance. It is based on the negotiated and agreed performance targets that are drawn from the MDA's annual work plan and the PC.

MDAs should ensure that the Skills Gap Analysis is carried out objectively so that identification of interventions is comprehensive and the Training Needs Assessment (TNA) is undertaken effectively.

MDAs are required to:

(a) Undertake Institutional Skills Gap Analysis every 5 years (20%);

(b) Undertake Staff Training Needs Assessment every 3 years or as need arises and prepare annual staff training projections (10%);

(c) Address the identified skills gaps and training needs through interventions such as recruitment, outsourcing, capacity building, training, coaching, mentoring, etc. (30%); and

(d) Undertake Employee Performance Management by carrying out the following:

   i) Set individual employees' annual performance targets for FY 2024/25 using the prescribed format by 31st July, 2024 (10%);

   ii) Undertake Staff Performance Appraisal for all employees and compile the appraisal report for the FY 2023/24 by 31st August, 2024 (15%); and

   iii) Develop an action plan and implement the recommendations emanating from the staff appraisal reports (15%).

For an MDA whose Institutional Skills Gap Analysis and/or TNA are within the validity period, the weights assigned to the sub-indicators should be re-distributed proportionately to the other sub-indicators.

24. National Values and Principles of Governance – this indicator aims at making national values and principles of governance a central rallying ingredient and theme in the planning and execution of national policies, programs, projects and activities for improved service delivery.

MDAs are required to undertake following:

a) Implement at least **four (4)** commitments and submit in the prescribed format an Annual Progress Report on the implementation of the commitments and way forward captured in the 2022/23 Annual President's Report on National Values and Principles of Governance (40%);

The following are the **six (6)** commitments and way forward in the 2022/23 President's Annual Report on measures taken and progress achieved:

i) Implement measures to support the five (5) pillars of the Government Plan as outlined in the Bottom-Up Economic Transformation Agenda (2022-2027) namely: Agriculture, Micro, Small & Medium Enterprise (MSME) economy, Housing & Settlement, Improved Healthcare for all Kenyans and Digital Superhighway & Creative Economy implemented;

ii) Leverage on digitization and automation of Government processes to make 80% of government services online;

iii) Enhance adherence to the provisions of Article 10 of the Constitution through civic education, training and sensitization and mainstreaming of national values and principles of governance;

iv) Implement measures to promote accountability and openness in the management of public affairs and institutions;

v) Support devolution by strengthening collaboration and cooperation between the two levels of governments for improved service delivery; and

vi) Continue to implement measures to protect the environment and mitigate climate change.

NB: ***For the commitments ii) and vi), MDAs should ensure that the milestones are not duplicated in the performance indicator on Digitalization of Government Services and the Presidential Directive on "National Tree Growing Restoration Campaign "respectively. In addition, it should be ensured that the milestones stipulated in the selected four commitments are not duplicated in the Core Mandate performance indicators.***

b) Measures taken and progress achieved in the realization of National Values and Principles of Governance reported (60%).

The two reports shall be submitted to the Directorate of National Cohesion and Values, Extelcoms House 10th floor **by 15th July, 2025** in hard copy and soft copy emailed to: nationalvalues2017@gmail.com with a copy to Nationalvalues2017@headofpublicservice.go.ke

The Directorate will analyze MDAs' annual reports, assess performance and issue a certificate of compliance with a score at the end of the performance contract period.

For any clarification/additional information regarding this indicator, contact the Directorate of National Cohesion and Values on Tel. No. 0720944992, 0740871554 or email: nationalvalues2017@gmail.com

Annex VII: Format for the Citizens' Service Delivery Charter

<table>
<tr><td colspan="3">REPUBLIC OF KENYA</td><td colspan="2">MDA LOGO</td></tr>
<tr><td>S/No.</td><td>Service/Good</td><td>Requirements to Obtain Service/Good</td><td>Cost of Service/Good (if any)</td><td>Timeline</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="5">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 both of the following:</td></tr>
<tr><td colspan="2">The CS/PS/CEO/Principal of the Public Institution*</td><td colspan="3">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 : feedback@ombudsman.go.ke</td></tr>
<tr><td colspan="5">HUDUMA BORA NI HAKI YAKO</td></tr>
</table>

** MDAs to customize to their respective redress mechanism.*