INSTITUTIONALIZING RESULTS BASED MANAGEMENT IN THE KENYA PUBLIC SERVICE

PRESENTATION TO THE HIGH LEVEL SEMINAR FOR POLICY MAKERS AND POLICY IMPLEMENTERS ON RESULTS BASED MANAGEMENT

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Results for Kenyans
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Public Services all over the world exist to provide Services (results) to the citizens of their nations;

- Food
- Health services
- Shelter
- Clean water services
- Transport services
- Security services, etc.
What is RBM?

A shift from concentration on processes to focusing on results without compromising standards, quality, rules and regulations.
From

internal focus

imbalanced development

controlling

“red tape ”

disempowered

process focus

closed and secretive

To

citizen -focus

equitable development

enabling

“red carpet ”

empowered and innovative

results focus

open and accountable
Principles Of Results Based Management

1. Citizen - centered service delivery
2. Results focused
3. Accountability and transparency
4. Horizontal integration
5. Performance measurement
6. Stakeholder participation
7. Performance monitoring and reports.
What is a result?

The results chain

Inputs → Processes → Output

Level 1:
No benefit to citizens

Level 2:
Benefits citizens/clients

Level 3:
Impact

Results for Kenyans
SUPPLY SIDE

Services Provided

TRANSFORMATION

DEMAND SIDE

Services Required
Introduction of RBM in Kenya

• RBM was introduced in the Kenya Public Service through a Cabinet memorandum of 24th September 2004 to, among other things, deliver the Economic Recovery Strategy for wealth and Employment Creation (ERS)

• The Head of Public Service, in an April, 2005 circular to the Public Service detailed an institutional framework for institutionalization of RBM to deliver effective, efficient and ethical targeted results for Kenyans
RBM Initiatives in Kenya

1. Rapid Results Initiatives
2. Performance contracting
3. Performance Appraisal System
4. Service/Citizen Charters
5. Program- based budgeting
6. ISO Certification
1. Rapid Results Initiatives

- Fast track the implementation of planned activities and achieve citizen-centered results within 100 days based on RBM principles
- The 100 –days Temporary Governance structure includes a political leader
- Implemented in Ministries, Departments and Agencies
- Still on-going
Linkages to National goals

The New Constitution

National Vision 2030

Mid – Term Plan (5 years)

Ministerial Strategic Plan (3-5 yrs)

Ministerial AWP and Performance Contract (1 year)

Departmental AWP and Performance Contract

Individual work plan and Performance Appraisal System
Prisons Before RRI

Prisons After RRI

Results for Kenyans
The Companies’ Registry

Before RRI

After 100 days...

Companies’ Registry – State Law Office

Improved the work environment thus raising the level of staff and customer satisfaction by 80% in 100 days:

• Reduced time taken to register businesses to a day
• Refurbished the Companies’ Registry
• Reduced backlog of 500,000 Annual Returns and other documents

Results for Kenyans
CDA’s Chakama Irrigation Scheme

Before RRI

low plant population

During RRI

Good crop

Results for Kenyans
Provision of Water to Nomadic communities in Laikipia
RRI goal: To plant 100,000 tree seedlings in Mwache area in 100 days
Stakeholder’s participation

Results for Kenyans
Maweu villagers planting tree seedlings
RRI GOAL: to supply adequate and portable water to 5000 people in 100 days

Community participation

Results for Kenyans
Borehole site complete with tank, pump, wind turbine and solar panel

Results after 100 days:

- Water available to more than 5000 people, more than 3000 cattle and more than 6000 goats and sheep.
- Closed school due to drought re-opened
- Tribal conflicts over water for livestock eliminated
RRI goal: To reduce the run off (70,000m$^3$) from Menengai Crater reserves by 50% within 100 days

Before RRI

After 50 days
Community participation

Results for Kenyans
PRE-RRI HOUSEKEEPING RECORD

KEEPING OF CUSTOMER DATA

Taking client’s records manually before RRI

POST-RRI HOUSEKEEPING RECORD

KEEPING OF CUSTOMER DATA

Using the computerized housekeeping software system after RRI initiative.
GTI, BARINGO

Fetching water for cleaning

Adequate water within 100 days

Saved Kshs. 250,000 per month
A mother using a three stone jiko (before RRI)

Farmer being advised on maintenances of rocket stove by builder (After RRI)
A happy mother besides her new stove
2. Performance contracting

- Piloted in 16 few state corporations in 2004/2005
- Rolled out to Ministries/Departments and the rest of state corporations in 2005/2006
- All Permanent Secretaries sign annual Performance Contracts with the Head of Public Service
- All Boards of State Corporations represented by the Chairman and one Director sign PC with respective Permanent Secretaries
- CEOs, sign with Boards of Directors
Performance Contracting contd

- All targets are drawn from National goals (Vision 2030, MTP etc) and Strategic Plans
- These PCs be cascaded to Divisional Heads
- Specific timelines within which PCs should be negotiated, signed and quarterly reports submitted
- Rankings announced by the Head of State nationally
3. Service Delivery charters

- Every Public Service institution must prepare and display a service charter
- However charter standards may have been agreed with customers
- Weak adherence to the standards set
- Was perceived as a PC requirement
4. ISO Certification

- Every MDA must strive to become ISO certified – A PC target
- So far many MDAs are now ISO certified; mostly 2001:2008
- However institutions are certified on the basis of adherence to documented processes (whether they are the most efficient processes or not.)
Benefits of RBM initiatives in Kenya

i. Enhanced accountability at high executive levels especially PC

ii. Created focus on National priorities

iii. Improved implementation of plans and programs and achievement of quantifiable results

iv. Working in teams - RRI

v. Harnessing innovation and creativity from all levels of staff

vi. Better documentation of accomplishments

vii. Improved service delivery to citizens
Challenges to institutionalizing RBM

i. Slow attitude change in focusing on results much more than the traditional processes-supported by rules, regulations and legislation

ii. Difficulties in accepting the place and needs of citizens as pivotal in service delivery

iii. RBM requires innovativeness but culture and practices stifle this

iv. PC targets may not therefore be citizen-centric- more internally focused
Challenges contd.

v. PC rankings not used in high level appointments – still very political

vi. Weak M&E systems that capture real results against citizen needs

vii. Very little focus on re-designing systems of service delivery with appropriate adoption of ICT

viii. Despite all these initiatives the country continues to slip in the WBDBI ranking
Going Forward

1. Capacity building programs. All senior officers must undergo a Senior Management Course in RBM to be promoted.

2. De-politicizing service delivery
   – Establishment of devolved government where basic services will be provided by the county government
   – Principal Secretaries to be competitively recruited and not politically appointed

3. Introduced Business process re-engineering to study and analyze current service delivery processes and redesign better systems of service delivery with appropriate adoption of ICT
The Concept of Business Process Re-engineering

BPR is the **fundamental rethinking, systemic and radical re-design of organizational processes** to achieve **dramatic improvements (45%)** of performance in cost, speed and quality of service.

*Hammer & Champy, 1993*
The process of undertaking BPR

i. Determine need for BPR
ii. Build a cross-functional Team with a clear mandate and Vision
iii. Map Current (As-Is) processes
iv. Analyze “As-Is” processes
v. Design and Map “To-Be” Processes
vi. Review rules, regulations and legislation
vii. Implement Re-engineered Business Processes
viii. Monitor and evaluate Implementation Progress
Why BPR?

We cannot continue to use 20th century processes and procedures to meet the needs of 21st century citizens.
4. Need to embrace a Public –Service –wide Performance Management system based on RBM
Performance Management Framework

- Individual Work plan and PAS targets
- Divisional/Departmental work plans and PC
- Ministry annual Work plans and Performance contracts
- National Priorities/goals/targets
- Organization Strategic plans (5 years)

Citizen’s needs
“Many of us Public Servants are working so hard to be sure things are being done right, that we hardly have time to decide if we are doing the right things”

Adapted from
Stephen Covey
Thank you