



Performance Contract

Between

Government of the Republic of Kenya

Through

**The Ministry of Public Service and Human Capital
Development**

And

The Council of

The Kenya School of Government (KSG)

FOR THE PERIOD 1ST JULY, 2024 TO 30TH JUNE, 2025

PREAMBLE

This Performance Contract (hereinafter referred to as "Contract") is entered between the Government of the Republic of Kenya (hereinafter referred to as "GoK") represented by the Cabinet Secretary, Ministry of Public service, Gender, and Affirmative Action of P.O. Box 30050 - 00100, Nairobi (together with its assignees and successors) on the one part, and the Council of the Kenya School of Government (KSG) (hereinafter referred to as "the Council"), a State Corporation having its registered office in Nairobi (together with its assignees and successors) of P.O. Box 23030 - 00604, Nairobi, 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 eCitizen 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 KSG Council

The Mandate of Kenya School of Government is

- a. Provide training, consultancy and research services designed to inform public policy, promote national development and standards of competence, and integrity in the Public Service;
- b. Promote continuous learning for public service excellence;
- c. Provide programmes that promote a culture of decency, honesty, hard work, transparency and accountability among public servants;
- d. Facilitate the establishment of professional networks and think tanks to develop and grow public sector leaders;
- e. Develop linkages and collaborations with institutions of learning, professional Organisations, private sector schools of government and other similar institutions across the world;
- f. Monitor, evaluate and communicate the impact of strengthened education and training programmes for national leadership and management;
- g. Develop and deliver programmes tailored to promote the School's mandate and clients' needs;
- h. Conduct examinations and award diplomas and other forms of suitable awards to successful candidates; and
- i. Do any other thing necessary, or expedient for the discharge of its functions under this Act
- j. Encourage pride and excellence in the public service and foster in managers and other public service employees a sense of the purposes, values and professional work ethic of the public service as stipulated in the Constitution and the relevant policies, laws and regulations;
- k. Ensure acquisition by officers in the public service, of the analytical, creative, advisory, administrative and other managerial skills and knowledge necessary to develop and implement policy, respond to changes, including change in the expectations of efficient and effective service delivery, and manage Government programs, services and personnel efficiently, effectively and equitably;
- l. Train managers and other public service employees to develop successful working relationships at all levels through leadership, motivation, effective internal communications and the encouragement of innovation, high quality service to the public and skills development;

- m. Develop within the public service and endeavour to attract to the public service through the School's programs and studies, persons who are of high calibre and who reflect the diversity of Kenyan society, and support their growth and development as public sector managers and employees committed to service to the Republic;
- n. Encourage greater public awareness of issues related to public sector management, public administration and the role and functions of Government and involve a broad range of individuals and institutions in the School's pursuit of excellence in public administration to provide learning and development programmes to build capacity for the Public Service.

It is 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 our undertaking to ensure that Kenya School of Government has a credible Strategic Plan and Performance Contract that will deliver the desired goals.

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

Part II: Vision Statement, Mission Statement and Strategic Objectives

Vision

Excellence in public service capacity development

Mission

To provide training, consultancy, and research services designed to inform public policy, contribute to national development, and promote high standards of competence, and integrity in the Public Service.

Strategic Objectives

The School seeks to achieve the following eleven strategic objectives:

1. Develop competency in the public service
2. Enhance quality and accessibility of capacity development programs
3. Offer expert consultancy services to support organizational development and reengineering
4. Enhance evidence-based decision-making
5. Disseminate research findings
6. Strengthen corporate governance
7. Strengthen human resources
8. Modernize facilities
9. Digitalize systems and processes
10. Enhance competitiveness of the School
11. Strengthen financial sustainability

PART III: Statement of Strategic Intent by the KSG Council

In carrying out our duties, we intend to put all our efforts towards contributing effectively and efficiently to the achievement of the national development agenda as espoused in the Kenya Vision 2030 MTPIV, keeping in mind the specific priorities of Kenya School of Government.

Bearing in mind the imperative of inclusivity, we will implement the following strategic intents during the financial year:

1. Align KSG programmes to the National Priorities, Vision 2030 Flagship Projects, BeTA, and other programs/projects aligned to SDGs and Agenda 2063.
2. Enhance partnership and collaborations; and
3. Capacity building of KSG staff.

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 Citizen's Service Delivery Charter.

PART V: Reporting Requirements

KSG undertakes to submit quarterly performance reports within fifteen (15) days following the end of each quarter and annual performance reports thirty (30) days after the end of performance period. These reports will be accompanied with the extracts of the Council meeting approving their submission.

PART VI: Duration of the Performance Contract

This Performance Contract will run for one financial year from 1st July, 2024 to 30th June, 2025.

PART VII: Signatories to the Performance Contract

For and on behalf of Kenya School of Government

Signature: Date.....

Justice (Rtd) Charles Nyachae

Chairman of the Council,
Kenya School of Government

Signature:

Date.....

Ms. Gatwiri Kirimi

Council Member,
Kenya School of Government

For and on behalf of Government of Kenya

Signature: Date.....

Hon. Justin B. N. Muturi, EGH,

Cabinet Secretary,
Ministry of Public Service and Human Capital Development

Counter Signed:

Signature: Date.....

Hon. CPA John Mbadi

Cabinet Secretary,

The National Treasury and Economic Planning

ANNEX I: PERFORMANCE MATRIX FOR KENYA SCHOOL OF GOVERNMENT

	Performance Criteria	Unit of Measure	Weight (%)	Status Previous Year (FY 2023/24)	Annual Target 2024/25
A.	FINANCIAL STEWARDSHIP AND DISCIPLINE				
A1.	Absorption of GOK funds	%	2	100	100
A2	Absorption of Externally Mobilized Funds	%	3	100	100
A4	Revenue	Kshs	2	2,160,716,376	3,226,446,587
A4	Pending Bills Ratio	%	3	26.93	≤1
	Weight Sub Total		10		
B.	SERVICE DELIVERY				
B1	Implementation of Citizens' Service Delivery Charter	%	4	100	100
B2	Digitization of Government Services	%	7	100	100
B3	Resolution of Public Complaints	%	4	100	100
	Weight Sub Total		15		
C.	CORE MANDATE				
C1.	Priority Programmes/ Projects Aligned to Bottom-Up Transformation Agenda (BeTA)				
C1.1	Existing Programmes Reviewed	No.	6	4	10
C1.2	New Training Programmes Developed	No.	8	04	08
C1.4	Research Activities Undertaken	%	8	100	100
C2.	Priority Programmes/ Projects Aligned to Kenya Vision 2030				
C2.1	Science, Technology and Innovation Mainstreaming	%	2	80	100
C2.2	Productivity Improvement	Index	3	2.388	3.0
C2.3	Consultancy Activities Expanded	No.	8	18	25
C2.4	National and Regional Symposia/ Conference Held	%	8	100	100
C2.5	Partnerships and Collaborations Established	No.	8	3	6
C2.6	Survey Undertaken	%	6	N/A	100
C2.7	Legal, Governance and Compliance Audit Undertaken	%	6	N/A	100

	Performance Criteria	Unit of Measure	Weight (%)	Status Previous Year (FY 2023/24)	Annual Target 2024/25
C3	Project Completion Rate	%	2	100	100
	Weight Sub Total		65		
D.	Implementation of Presidential Directives	%	2	100	100
E.	Affirmative Action in Procurement				
E1.	Access to Government Procurement Opportunities (AGPO)	Kshs (M)	2	335,515,124.24	372,558,528
E2.	Promotion of local content in procurement	Kshs (M)	2	544,992,372.86	496,744,704
	Weight Sub Total		4		
F.	CROSS CUTTING				
F1.	Asset management	%	1	10.75	100
F2.	Youth Internships/Industrial Attachments/ Apprenticeships	No.	1	366	367
F3.	Competence Development	%	1	100	100
F4.	National Values and Principles of Governance	%	1	98	100
	Weight Sub Total		4		
	Overall Total Weight		100		

ANNEX II: DESCRIPTION OF PERFORMANCE INDICATORS

Indicator	Unit	Notes	Score														
A. FINANCIAL STEWARDSHIP																	
A1. Absorption of G.O.K Funds	%	<p>During the FY 2024/25, the Council commits to utilize 100% of the allocated funds on programmes, projects and activities for which they were appropriated and planned for. The approved expenditure budget for the FY 2024/25 amounts to Kshs. 3,632,887,144 comprising the following:</p> <table border="1" style="width: 100%; margin-left: 20px;"> <thead> <tr> <th style="text-align: left;">Type of expenditure</th> <th style="text-align: right;">Amount</th> </tr> </thead> <tbody> <tr> <td>Recurrent</td> <td style="text-align: right;">3,131,887,144</td> </tr> <tr> <td>Development</td> <td style="text-align: right;">501,570</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">3,632,887,144</td> </tr> </tbody> </table>	Type of expenditure	Amount	Recurrent	3,131,887,144	Development	501,570	Total	3,632,887,144	100						
Type of expenditure	Amount																
Recurrent	3,131,887,144																
Development	501,570																
Total	3,632,887,144																
A1: Absorption of Externally Mobilized Funds	%	During the FY 2024/25, the Council commits to utilize 100% of the externally mobilized funds amounting to Kshs. 90,000,000 as demonstrated in annex V.	100														
A2: Revenue	Kshs	<p>The School targets to raise A-in-A of Kshs 3,226,446,587.00 from the following sources:</p> <table border="1" style="width: 100%; margin-left: 20px;"> <thead> <tr> <th style="text-align: left;">Sources</th> <th style="text-align: right;">2024/2025 Projected Amount (Kshs)</th> </tr> </thead> <tbody> <tr> <td>Training</td> <td style="text-align: right;">1,503,600,075</td> </tr> <tr> <td>Consultancy</td> <td style="text-align: right;">149,276,881</td> </tr> <tr> <td>Accommodation</td> <td style="text-align: right;">1,086,070,724</td> </tr> <tr> <td>Hire of Facilities</td> <td style="text-align: right;">468,998,907</td> </tr> <tr> <td>Bottled Water</td> <td style="text-align: right;">18,500,000</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">3,226,446,587</td> </tr> </tbody> </table>	Sources	2024/2025 Projected Amount (Kshs)	Training	1,503,600,075	Consultancy	149,276,881	Accommodation	1,086,070,724	Hire of Facilities	468,998,907	Bottled Water	18,500,000	Total	3,226,446,587	100
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Total	3,226,446,587																
A3: Pending Bills Ratio	%	In the FY 2024/25, the Council will put measures to clear all pending bills carried forward and ensure that pending bills at the close of the contract period of the total FY 2024/25 total expenditure budget of Kshs. 3,632,887,144 if any do not exceed 1% translating to Kshs. 36,328,871.44.	≤1														
B. SERVICE DELIVERY																	

Indicator	Unit	Notes	Score
B1: Implementation of Citizens' Service Delivery Charter	%	<p>During the FY 2024/25, the Council commits to undertake the following towards implementation of the Citizens' Service Delivery Charter:</p> <ol style="list-style-type: none"> 1. Review and Display the charter prominently in all blocks at the point of entry/ service delivery in both English and Kiswahili using the prescribed by September 30, 2024; 2. Customize the Citizens' Service Delivery Charter to unique needs and convenient access of the customers by December 31, 2024; 3. Sensitize ALL staff on the citizens' service delivery charter by March 31, 2025; and 4. Ensure conformity with the commitments and standards in the Charter by maintaining records on service delivery by June 30, 2025. 	<p>10</p> <p>20</p> <p>20</p> <p>50</p>
B2: Digitization of Government Services	%	<p>To accelerate the adoption of ICT solutions for ease of access, fast, cost effective, convenient and efficiency in service delivery and to align institutional structures, functions, policies and strategies that will facilitate progressive digitalization, the School commits to undertake the following during FY 2024/25:</p> <ol style="list-style-type: none"> 1. Identify and prioritize core services for Business Process Re-engineering by September 30, 2024; 2. Re-engineer two core services end-to-end by March 31, 2025; 3. Digitalize the two re-engineered core service processes by June 30, 2025; 4. On-board all digitalized customer facing services onto the e-Citizen platform by June 30, 2025. 	<p>10</p> <p>35</p> <p>35</p> <p>20</p>
B3: Resolution of public complaints	%	<p>During the FY 2024/25, the Council commits to promptly address and resolve all public complaints referred to the School directly or channelled through</p>	

Indicator	Unit	Notes	Score
		the Commission on Administrative Justice (CAJ). The Council will undertake the following: 1. Resolve all complaints received; and 2. Process all access to information requests received.	65 35
C. CORE MANDATE			
C1: Priority Programmes/ Projects Aligned to Bottom-Up Transformation Agenda			
C1.1: Existing Programmes Reviewed	No.	To promote the implementation of the BeTA, during the FY 2024/25, the Council will review training programs by December 31, 2024.	10
C1.2: New Training Programmes Developed	No.	The School continuously develops programmes tailored to promote the School's mandate and clients' needs. During the 2024/25, the Council will develop training programs based on competency gap reports by December 31, 2024	08
C1.3: Research Activities Undertaken	No.	The Council continuously undertakes research activities to inform public policy, promote national development and standards of competence and integrity of Public Service. During the FY 2024/25, the Council will: 1. Undertake four (4) research projects based on School wide thematic areas by June 30, 2025.	4
C2: Priority Programmes/ Projects Aligned to Kenya Vision 2030			
C2.1: Science, Technology and Innovation Mainstreaming	%	Kenya Vision 2030 & its Medium-Term Plans and the national priorities recognize the role of Research, Science, Technology and Innovation (RSTI) in increasing productivity, enhancing efficiency levels, accelerating economic development, as well as creating comparative advantage and competitiveness of the Country. During FY 2024/25, the Council will: 1. Establish Collaborations and Partnerships Research, Science, Technology and Innovation; and 2. Transfer Innovations.	30 70

Indicator	Unit	Notes	Score
C2.2: Productivity Improvement	Index	To entrench a culture of productivity within the School, during the FY 2024/25, the Council will ensure the School's Productivity Index improves from 2.388 to 3.0	3.0
C2.3: Consultancy Activities Expanded	No.	The Council will undertake twenty five (25) consultancies in priority areas of the Public Service including the National Government Agenda.	25
C2.4: National and Regional Symposia/ Conference Held	%	To provide fora to discuss emerging issues in the public service, the Council during FY 2024/25 will: 1. Hold a regional conference by May 31, 2025; and 2. Hold a national conference-by March 31, 2025;	60 40
C2.5: Partnerships and Collaborations Established	No.	During the FY 2024/25, the Council will establish partnerships and collaborations by signing Memorandums of Understanding (MOU) with : 1. Regional MDIs; 2. International MDIs; and 3. Specialized Agencies.	02 01 03
C2.6: Survey Undertaken	%	To encourage pride and excellence in the public service and foster in public service employees a sense of professionalism, the Council will undertake the following surveys: 1. Customer Satisfaction; 2. Employee Satisfaction; 3. Work Environment; and 4. Happiness Index.	40 20 20 20
C2.7: Legal and Governance Compliance enhanced	%	To ensure that the School operates within the constitution and legal and governance compliance status and to have an insight into the level of conformity of the policies, processes, and documentation to the Constitution and relevant statutory provisions, during FY 2024/25, the Council will:	

Indicator	Unit	Notes	Score
		1. Carry out Legal, Governance and Compliance Audit by December 31, 2024; 2. Sensitize staff on the audit findings by January 31, 2025; and 3. Implement the audit report recommendations by June 30, 2025.	40 10 50
C3: Project Completion Rate	%	During the FY 2024/25, the School commits to complete all the planned projects within scheduled time as captured in the project completion matrix (Annex III).	100
D: Implementation of presidential directives	%	The School commits to implement Presidential Directives as provided in the Presidential Directive Matrix and any other Presidential Directives issued between July 1, 2024 to April 30, 2025. (Annex IV).	100
E: AFFIRMATIVE ACTION IN PROCUREMENT			
E1: Access to Government Procurement Opportunities	Kshs	During FY 2024/25, the Ministry will allocate a minimum 30% (Kshs. 372,558,528) of the procurement budget (Kshs. 1,241,861,759) to Youth, Women and Persons with Disabilities. In addition, 2% out of the 30% reserved procurement budget will be reserved for PWDs. In addition, the following shall be undertaken: Build the capacity of the youth, women and Persons with Disabilities (PWDs) through training on government procurement procedures, requirements for accessing government procurement opportunities and on the specific opportunities available at KSG; Ensure that youth, women and Persons with Disabilities (PWDs) actually access the procurement opportunities and facilitation of quick processing of payments; 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 ; submit quarterly reports to Public Procurement Regulatory Authority	

Indicator	Unit	Notes	Score
		(PPRA) in the prescribed format; and submit a summary of the procurement opportunities allocated to PWDs to National Council for Persons with Disabilities (NCPWD), via dmd@ncpwd.go.ke: 1. 30% of the FY 2024/25 approved procurement plan/ budget; and 2. 2% of the 30% reserved exclusively for PwDs.	
E2: Promotion of local content in procurement	Kshs	During FY 2024/25, the School shall reserve a minimum 40% (Kshs. 496,744,704) of the procurement budget Kshs. 1,241,861,759 for procurement of locally produced goods and services. In addition, quarterly reports will be submitted to the School of Industrialization, Trade and Enterprise Development on the total amount of the procurement budget spent on locally produced goods and services: 1. 40% of KSG procurement expenditure.	
F: CROSS CUTTING ISSUES			
F1: Asset management	%	To ensure adequate asset management structures and systems are in place and to ensure prudent management of public assets for optimum economic and social benefits to the public, during FY 2024/25, the School commits to: 1. Update Inventory of Assets; 2. Acquire ownership documents; and 3. Disposal of idle assets.	30 30 20
F2: Youth Internships, Industrial Attachment/ Apprenticeship	No.	During the FY 2024/25, the School commits to engage youth progressively in internship, industrial attachment and apprenticeship programs for skills transfer as follows: 1. Internship; 2. Attachments; and 3. Apprenticeship.	30 267 10
F3:	%	To systematic enhance the skills and proficiency for staff in order to address career progression of individual	

Indicator	Unit	Notes	Score
Competence development		<p>employees and improve institutional performance, the School commits to implement the following during the FY 2024/25:</p> <ol style="list-style-type: none"> 1. Undertake Institutional Skills Gap Analysis by September 30, 2024; 2. Undertake Staff Training Needs Assessment and prepare annual staff training projections by December 31, 2024; 3. Address the identified skills gaps and training needs through interventions; and 4. Undertake Employee Performance Management by carrying out the following: <ol style="list-style-type: none"> a. Set individual employees annual performance targets for FY 2024/25 using the prescribed format by July 31, 2023; b. Undertake Staff Performance Appraisal for all employees and compile the appraisal report for the FY 2023/2024 by August 31, 2024; and c. Develop an action plan and implement the recommendations emanating from the staff appraisal reports. 	<p>20</p> <p>10</p> <p>30</p> <p>10</p> <p>15</p> <p>15</p>
F4: National Values and Principles of Governance	%	<p>In order to make national values and principles of governance a central rallying ingredient and theme in the planning and execution of national policies, programmes, projects and activities for improved service delivery, The School commits to implement the following during the FY 2024/25:</p> <ol style="list-style-type: none"> 1. Undertake the following activities: <ol style="list-style-type: none"> a. Implement measures to support the five pillars of the Government Plan as outlined in the Bottom Up Economic Transformation Agenda (2022-2027) namely: Agriculture, Micro, Small and Medium Enterprise (MSME) Economy, Housing and Settlement, Improved Healthcare for 	<p>10</p>

Indicator	Unit	Notes	Score
		<p>all Kenyans and Digital Superhighway and Creative Economy;</p> <p>b. 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;</p> <p>c. Implement measures to promote accountability and openness in the management of public affairs and institutions; and</p> <p>d. Continue to implement measures to protect the environment and mitigate climate change.</p> <p>2. Report on Measures taken and Progress Achieved in the Realization of National Values and Principles of Governance.</p>	<p>10</p> <p>10</p> <p>10</p> <p>60</p>

ANNEX III: KSG PROJECTS FOR FY 2024/2025

Project Name	Project Description	Location	Total estimated cost Kshs '000'	Current Status (status of physical completion)	Allocation for FY 2024/2025 Kshs.'000'	Projected status as at 30 June 2025	Deliverables (Outputs) FY 2024/2025	Cumulative completion rate
Completion of Deputy Directors House	Completion of Deputy Directors House	Baringo	5,000	60%	5,000	40%	Completion of the house and handover	100%
Construction of eLearning Centre	Construction and furnishing of eLearning Centre	Vihiga	1,173,990,701	5%	146,783	25%	Site handover and commencement of works	30%
Total								

ANNEX IV: PRESIDENTIAL DIRECTIVES MATRIX FOR FY 2024/2025

S/No	Directive	Description	Date Issued	Timeline	Total Estimated cost	Allocation FY 2024/2025	Key Deliverables FY 2024/2025
1.	National Tree Growing Restoration Campaign	National Tree Growing and Restoration Campaign to grow 15 billion trees for restoration of 10.6 million hectares.	12/21/2022	31/12/32	464,040.00	464,040.00	Grow 15,000 trees (70%); and Mobilize key stakeholders in liaison with the State Department for Forestry to grow trees (30%).
2.	Zero Fault Audit	Reinforce good governance, integrity, accountability, transparency, and the establishment of global best practices within Kenya's government institutions.	01/07/2024	30/06/25	--	--	Zero Fault Audit
Total					464,040.00	464,040.00	

Annex V: Projection for Grants from Development Partners 2024/2025

S/no.	Programme	Partner	Amount
1	Capacity Building on Migration, Local Governance, & Inclusive Service Delivery	VNG and Hague Academy	15,000,000.00
2	Capacity Building on Case Writing & Teaching, Promoting Behaviour Change & Strategic Management of Policy Reform	Bill & Melinda Foundation	20,000,000.00
3	Social Risk & Impact Management	Locally-Led Climate Action Program (FLOCCA)	8,948,000.00
4	Capacity Building for County Climate Change Units	Danish International Development Agency	12,120,360.00
5	Green Growth and Circular Economy	Kenya Association of Manufacturers/KEPRO	13,931,640.00
6	Establishment of a Public Service Competency Assessment Centre	World Bank	20,000,000.00
	Total		90,000,000.00