



COUNCIL OF GOVERNORS

PERFORMANCE MANAGEMENT FRAMEWORK FOR COUNTY GOVERNMENTS



2017



**PERFORMANCE MANAGEMENT
FRAMEWORK FOR COUNTY
GOVERNMENTS**

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Abbreviations and Acronyms

ADP	Annual Development Plan
ADP	Annual Development Plan
CFSP	County Fiscal Strategy Paper
CGA	County Government Act
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CPMF	County Performance Management Framework
ERS	Economic Recovery Strategy
ISO	International Standards Organization
M&E	Monitoring & Evaluation
MTPs	Medium Term Plans
NARC	National Rainbow Coalition
NPMF	National Performance Management Framework
PAS	Performance Appraisal System
PBB	Program Based Budget
PC	Performance Contracting
PFM	Public Finance Management
RBM	Result Based Management

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Foreword

Governments all over the world are coming under increasing pressure from their citizens to demonstrate development results from the resources collected in form of taxes. Increasingly, governments are also being pressured to be accountable to the electorate for the promises made in form of political manifestos, development plans, electoral pledges and the international commitments. Additionally, citizens are increasingly demanding for transparency not only on what the government has done but also to demonstrate the impact of government's interventions in improving citizens' quality of life. Paradoxically, governments' resource envelope has not expanded in tandem with citizens' demands and therefore there have been calls for governments to "do more with less".

Institutionalizing a Performance Management Framework (PMF) in County Governments is therefore imperative in ensuring that Counties demonstrate their development results. Embracing this Performance Management Framework in County Governments marks a paradigm shift in the sense that Counties will no longer just demonstrate what they have done but rather how their activities and interventions have benefited the people of Kenya.

The underlying objective of developing this Performance Management Framework is to eliminate the "Silo Approach" in the management of public affairs and create harmony in planning and utilization of public resources for the betterment of the lives of citizens. Although the previous administrations have practiced variants of performance management such as Results-Based Management, these past reforms have largely been introduced and implemented intermittently. The current framework builds on the previous efforts and goes further to package all the instruments of performance management into one framework comprising of the following components;

1. Vision 2030 which is the National Development Plan
2. 10 Year Sector and Spatial plans as prescribed in Section 109 and 110 of the County Governments Act 2012 respectively.
3. 5 Year County Integrated Development Plan as prescribed in Section 108 of the County Governments Act
4. 5 Year Departmental Strategic Plans aligned to the County Integrated Development Plan
5. Annual Development Plan derived as prescribed in Section 126 of the PFM Act
6. Performance Contracting and Staff Performance Appraisal which is an accountability tool
7. Monitoring and Evaluation, Reporting and Learning

This framework is aligned to the pillars guiding the National Performance Management Framework to bring congruence and synergy in the implementation of national and county development priorities for the good of Kenyans.

The Performance Management Framework gives credence to Section 8 (f); (h) & (j) of the Intergovernmental Relations Act, 2012 which mandates the Summit to; “evaluate the performance of the National or County Governments and recommend appropriate action”. In this respect, and going forward, a key agenda for the Summit will be an assessment of the milestones achieved in the implementation of the Performance Management Framework for County Governments.

This framework shall be supported by the following guidelines;

- Guidelines for the preparation of CIDPs;
- Guidelines for Preparation of Annual Development Plan;
- Performance Contracting Guidelines;
- Guidelines for the development of County Integrated Monitoring and Evaluation System (CIMES);
- County Service Delivery Handbook;
- Guidelines for Staff Performance Appraisals;
- Guidelines for Public Participation;
- Guidelines for County Spatial Planning;

The Council of Governors is optimistic that this framework shall promote accountability in service delivery at the County level by ensuring that tasks are performed efficiently, effectively and economically. It also provides a mechanism for Citizens to engage and evaluate the performance of their county governments.



H.E PETER MUNYA

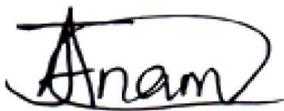
CHAIRMAN, COUNCIL OF GOVERNORS

Acknowledgments

The Council of Governors (COG) appreciates the work of the Intergovernmental Technical Committee that was put together to align the County Performance Management Framework with the National Performance Management Framework. The Intergovernmental Technical Committee comprised of representatives from both levels of Government, chaired by the Ministry of Devolution and Planning. The institutions that were represented in the committee in addition to the Ministry of Devolution and Planning are; Executive Office of the President, The National Treasury, Ministry of Public Service, Youth and Gender Affairs, Office of the Attorney General, Office of the Controller of Budget, Commission for Revenue Allocation, Kenya School of Government, Intergovernmental Relations Technical Committee, Office of the Clerk of the Senate, County Assemblies Forum, Public Service Commission, Intergovernmental Budget, PricewaterhouseCoopers for Technical Support and Economic Council and select County Governments representatives.

This exercise would not have been successful without the support of our partners. Specifically, we wish to appreciate the support received from USAID- AHADI, UNDP and World Bank for their technical and financial support in this process. Special appreciations also go to individual counties that sent and facilitated the participation of their officers in this assignment.

Lastly, special gratitude goes to the leadership of the Council of Governors under the Chairmanship of H.E. Peter Munya and H.E James Ongwae, EBS for supporting this process. The joint execution of this assignment has proved that both levels of government can work together in the Spirit of Article 6 of the Constitution of Kenya 2010.



MS. JACQUELINE MOGENI
CHIEF EXECUTIVE OFFICER,
COUNCIL OF GOVERNORS

01

Performance Management in Public Service in Kenya

RBM is a management strategy that seeks to achieve important changes in the way government agencies work with improving performance

1.1 Introduction

The genesis of performance management in the public service in Kenya is traceable to the Economic Recovery Strategy (ERS) and Wealth and Employment Creation of 2003-2007 inaugurated by the Coalition Government of NARC. Upon assuming power in December 2002, the NARC Government developed the ERS as a way of reversing the negative economic growth trajectory that had caused poverty and joblessness. The ERS was anchored in good governance under a democratic republic and the rule of law as the foundations of economic growth.

The ERS specifically and clearly identified key infrastructural, institutional and sectoral policy measures and programs that were to be pursued by the government in a 5-year period to achieve the desired economic recovery, grow wealth, create employment and reduce poverty. In the public sector, the ERS reforms introduced a number of targeted measures including but not limited to;

- Accelerating ministerial rationalization and developing strategic plans for ministries/departments in order to allow for:
 - Proper utilization of resources on clearly identified core functions,
 - Determine appropriate staffing levels,
 - Objective appraisal of staff,
 - Better and improved method of supervising staff based on achievements of set targets among others.

- Developing, introducing and institutionalizing performance-based management practices in the public service,
- Undertaking service delivery surveys in all ministries/departments and developing and installing service charters with clear service benchmarks and standards in order to enhance efficiency, transparency and accountability in service delivery, and
- Putting all Permanent Secretaries and Chief Executive Officers of parastatals on Performance Contracts.

The core objective of public service reforms, at the time, was to create a leaner, efficient, motivation of staff and more productive public service that concentrates public finance and human resources on the delivery of core government services. As such, the ERS performance framework was not initially introduced and developed as a well thought-out National Performance Management Framework (NPMF). This notwithstanding, it is evident from above that the key components of the NPMF were clearly laid in the ERS under the public sector reforms. In this respect, therefore, the development and subsequent implementation of NPMF in the public service has been a matter of evolution rather than revolution.

In operationalizing the expected outcomes of the public sector reforms, the Results-Based Management (RBM) system was introduced in September, 2004 as a means of delivering the ERS. Subsequently, through a Circular,

the Government institutionalized RBM in the Public Service in April, 2005 to deliver effective, efficient, ethical and targeted results for Kenyans¹.

RBM is a management strategy that seeks to achieve important changes in the way government agencies work with improving performance (achieving better results) as the overarching goal. RBM and performance management are synonymous and often used interchangeably in the Kenyan context. A key feature of RBM or performance management is the emphasis on improving performance and ensuring that government activities achieve the desired results².

The institutionalization of RBM in the Kenyan public service marked the beginning of the implementation of a performance management system. Performance management in the public service is anchored in the National Economic Development Blue Print which is Vision 2030 and the preceding ERS of 2003-2007.

Key Principles of Kenya's RBM include:

- Citizen-centered service delivery
- Results-oriented
- Accountability and transparency
- Horizontal integration
- Performance measurement
- Stakeholder participation
- Performance monitoring and reporting.

1 Otwor, M. J. (2013). "Institutionalizing Results-Based Management in the Kenyan Public Service". Presentation to High-Level Policy Makers in Nairobi, June 2013.

2 Binnendijk, A (2000). Results Based Management in Development Cooperation Agencies: A Review of Experiences. DAC Working Paper on AID Evaluation.

As indicated, the implementation of performance management in Kenya's public service has evolved over time since the institutionalization of RBM. This is explained by a number of initiatives that have been employed intermittently to implement performance management. These initiatives include;

- Performance contracting (PC),
- Rapid results initiatives (RRI),
- Performance appraisal system (PAS),
- Service/Citizen charters,
- Program-based budgeting (PBB), and
- ISO Certification etc

02

The County Performance Management Framework

2.1 Introduction

Performance management framework operational in the public service in Kenya has evolved over the years as a globally acceptable good management practice. At the National level, performance management has not been legally prescribed by any applicable legislation but rather as a policy document adopted by the Cabinet in 2004. At the County Government level, however, performance management is legally prescribed through various sections of the County Government Act, 2012 (CGA) and the Public Finance Management Act, 2012 (PFM). The following Sections of both the CGA, 2012 and PFM 2012 hint at a performance management system;

The PFM Act, 2012

Section 126 (1) requires every county to prepare a development plan which identifies:

1. Strategic priorities for the medium term that reflect the county government's priorities and plans;
2. Programs to be delivered with details for each program of;
 - a) The strategic priorities to which the program will contribute
 - b) The service or goods to be provided
 - c) Measurable indicators of performance where feasible, and
 - d) The budget allocated to the program

The CGA, 2012

Section 37 identifies the role of Executive Committee in the urban area or city planning to include among other things;

- Facilitate the coordination and alignment of the integrated development plans of different cities or municipalities within the county with the plans strategies and programs of the National and county governments

Section 47 requires the Executive Committee to design a performance management plan to evaluate performance of the county public service and the implementation of the county policies.

The plan shall provide for among others;

- a) Objective measurable and time-bound performance indicators
- b) Linkage to mandates
- c) Annual performance reports
- d) Citizen participation in the evaluation of performance of county government, and
- e) Public sharing of performance progress report

Section 103 identifies the objectives of county planning that include;

- To ensure harmony between national, county and sub-county spatial planning requirements.

Section 105 Planning in the County requires a county planning unit to;

- Ensure linkages between county plans and the National planning framework.

Whereas both the PFM, 2012 and CGA, 2012 mandate the development and adoption of a performance management plan or system, the latter goes further to require such plan or system be aligned to National strategies, plans or frameworks. It is in this context that the County Performance Management Framework (CPMF) has been developed and aligned to the National Performance Management Framework (NPMF).

The components of the CPMF presented in figure 1 borrow from the NPMF and are sequentially presented as such to promote harmony, facilitate the exchange of information, coordinate the execution public services and enhance the capacity of the County Governments as required under Article 189 of the Constitution.

The underlying objective of a County Performance Management Framework is to promote accountability in service delivery by ensuring that tasks are performed efficiently, effectively and economically. Also, a performance framework provides a mechanism for citizen to engage and evaluate the performance of their county government. The CPMF is composed of seven (7) components or steps. These components include; Vision 2030, 10-Year county special/sector plans, 5-Year County Integrated Development Plan, 5-Year departmental strategic plans, Annual Development Plans, Performance Contracting, Performance Appraisal System and Monitoring and Evaluation and Reporting. The section that follows highlights the contents of each component.

2.2 National Development Plan: Vision 2030

Although Article 6 (1 & 2) of the Constitution 2010 divides the territory of Kenya into 47 Counties and identifies the governments at the National and county levels as distinct and interdependent, the Republic of Kenya is a Unitary State with one overriding development blue print which currently is the Vision 2030. Whereas the Fourth Schedule of the Constitution identifies different functions for each level of government, both the CGA, 2012 and the PFM, 2012 require that the long-term development and execution plans of the functions of either level of government be anchored in Vision 2030 which outlines the nation's development agenda. In developing long-term development plans, county development priorities should be aligned to Vision 2030's development priorities identified in the different sectors of the three pillars (economic, social and political governance) of the Vision.

2.3 10-Year County Spatial & Sector Plans

Section 110 of the County Government Act, 2012 requires each county to develop a 10-Year Spatial Plan which forms part of the county integrated development plan. This plan gives guidance on the use and management of land in a county and the required land investment needs. The development of the spatial plan should be aligned to various sector priorities of the three pillars of Vision 2030 and the attendant Vision 2030 enablers such as land reforms.

Beyond Spatial Plan, County Governments are also required to develop 10-Year Sectoral Plans as per Section 109 of the CGA, 2012. These plans serve as the basis for budgeting and performance management at the county level and should also be developed and aligned to development priorities of the various sectors of the three pillars of Vision 2030. The main divergence between the NPMF and the CPMF in this regard, is that the former's sector plans last for five years just like the MTP while the latter's sector plans last for ten (10) years.

The other big difference is that a sector in the county government is synonymous to a department or ministry while in the national government a sector has 2-3 ministries and a number of departments and agencies/parastatals. Although sector plans identify departmental development and programme priorities that are to be achieved within a period of ten (10) years and are subject for review after every five years, the law allows counties to update these plans annually. This flexibility therefore allows sector plans' priorities to be adjusted during the development of the CIDP and the department's strategic plan (both done after every five years) and during the development of the ADP which is done annually.

2.4 County Integrated Development Plan

County Integrated Development Plan (CIDP) at the county level are the equivalent of the Medium Term Plans (MTP) at the National level. At the county level, CIDPs are ideally the 5-Year plans that implement Vision 2030.

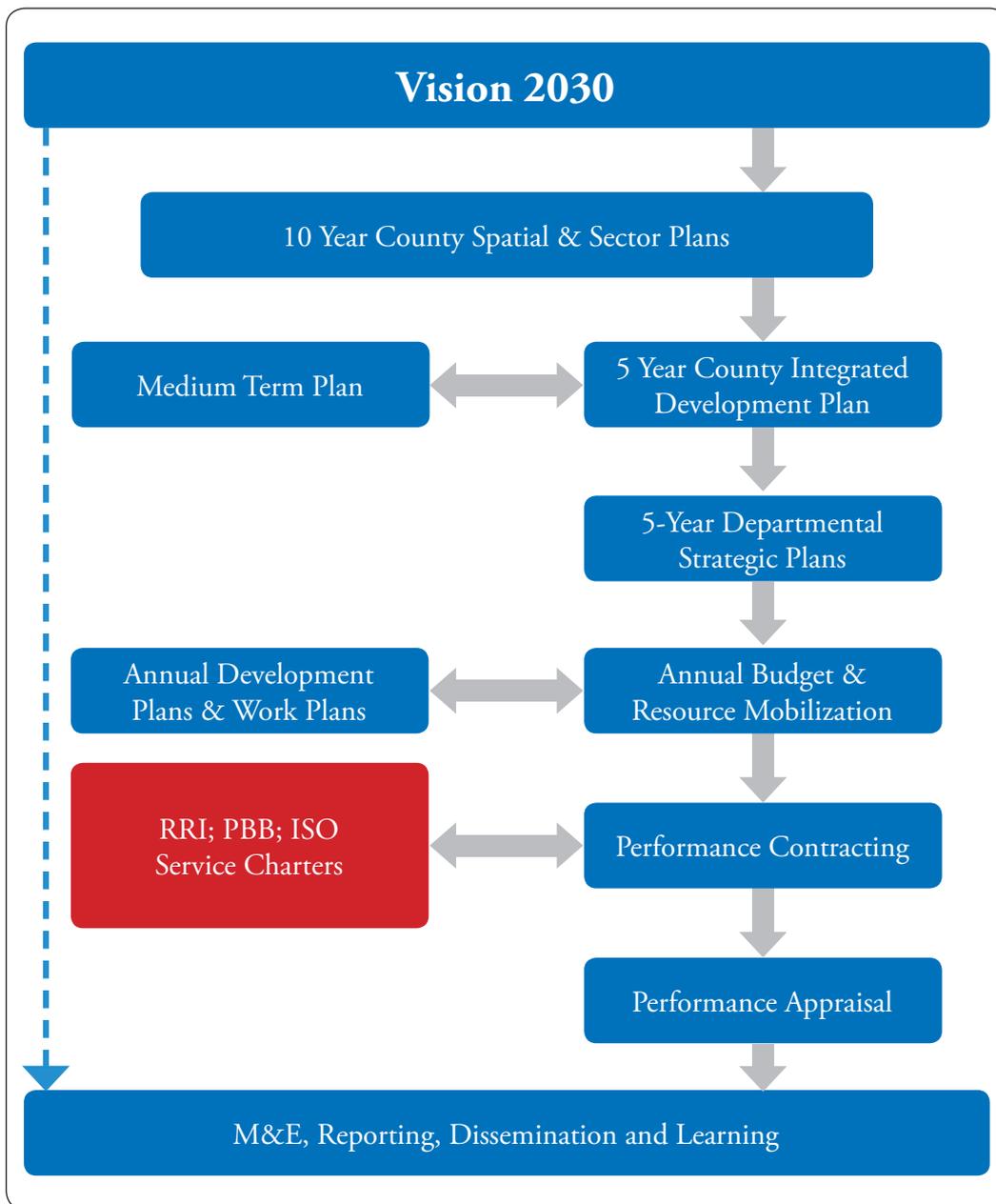
CIDP is 5-Year development plan that paints the development vision of a county and identifies all development priorities and the attendant strategies required to achieve the county's development agenda. CIDP's development priorities should be aligned to the 10-Year spatial and sectorial plans' development objectives. The development of CIDP can also borrow from and be aligned to the National government's MTP if and when those plans are available although it is not obligatory that CIDPs draw from the MTP.

The key components of a CIDP include; a clearly laid out vision for the county, clearly stated goals and objectives, an implementation plan that outlines resource mobilization and utilization strategy, an institutional framework to implement

the plan, a monitoring and evaluation framework and a clear reporting mechanism.

To effectively measure performance, the law requires CIDP programmes and projects to incorporate performance management tools such as M&E, PC, strategic planning, PAS, and RRI so as to measure the impact and outcomes of county investment in those projects and programmes. This will help managers make course correction decisions if and when development objectives are not achieved and manage for results. Successful achievement of development objectives of the CIDP contributes towards the achievement of the objectives of the 10-Year spatial and sector plans and subsequently the achievement of the aspirations of Vision 2030. **Figure 1** schematizes the County Performance Management Framework.

Figure 1: County Performance Management Framework



KEY

---> M&E applies to all components of the performance framework

2.5 Five-Year Departmental Strategic Plans

To operationalize CIDP, county sectorial and spatial plans in accordance with County Government Act under Section 109, each county department or ministry shall develop a 5-Year strategic plan with clearly identified strategic priorities. The strategic objectives of departmental strategic plans should be derived from the priorities and development objectives of the CIDP, sectorial plans and spatial plans. The strategic plan should outline a departmental human resource plan and the proposed organizational structure.

Each department's strategic plan shall develop a vision, mission, strategic goals, shared values and an implementation matrix to guide the department's strategy in the 5-Year period. These should be aligned to the county's development priorities identified in the CIDP. The purpose of the strategic plan is to give strategic direction of where, when and how the departments intend to implement projects, programmes and initiatives identified in the sectorial plans within a specified budget. It provides an accountability mechanism to the implementers and a basis for monitoring and evaluating progress made against the desired targets.

2.6 Annual Development Plan

An Annual Development Plan (ADP) largely relates to the capital investment priorities that are annually identified within the scope of a department's strategic plan and available resources. The ADP therefore

operationalizes, on an annual basis, the strategic objectives of a department's strategic plan. While the Annual Development Plans (ADPs) should be derived from the CIDP as outlined in Section 126 of the Public Finance Management Act, they nonetheless must be aligned to the strategic objectives identified in the departmental/ministerial strategic plans. ADPs provides a roadmap for implementation of county projects, programmes and initiatives for each department as stipulated in the CIDP and as prioritized in the departmental strategic plan.

ADP details prioritized projects, planned activities, locations, actors, budget, risks and assumptions for each year. In drawing the ADP, attention should be paid to the resource envelop appropriated annually to each department/ministry. The annual development plan should embrace public participation and stakeholder engagement.

2.7 Work Plans

Work plans are a set of activities or tasks undertaken at an individual or organizational level within a specified period (quarterly, semi-annually or annually). Activities are all those things, services /goods for which resources are expended to enable a department execute its mandate. Work plans should be developed or identified from the ADPs and from the strategic objectives of the departments' strategic plans. Work plans apportion responsibility to departmental sections or divisions and to individual or employees.

Each section/division within a department/ministry shall develop its work plan aligned

to the departmental strategic objectives. The individual employees shall develop and derive their work plans from the divisional/sectional work plans. The individual work plans will provide specific details on activities, tasks, timelines, and verifiable indicators. Departmental work plans provide the basis for setting targets that are subsequently used during negotiations for performance contracting. At the individual level, work plans enable an organization evaluate employee performance using performance appraisals.

2.8 Annual Budget; Resource Mobilization

An annual budget is an estimate of income and expenditure for a given government entity as approved by the County Assembly for a given fiscal year. It is formulated in accordance with the PFMA Act, 2012. It outlines government expenditure priority programmes/projects in line with the CIDP and cascaded down to departmental strategic plans.

Departmental work plans and the activities/tasks identified therein provide the basis for costing and estimating budgetary resource requirements. Each department's County Executive Member should therefore annually formulate and cost activities, tasks, projects and programmes that are consistent with the objectives of the CIDPs and the department's strategic plan's priorities and ensure that they are incorporated in the County Fiscal Strategy Paper (CFSP).

In developing budget estimates, each department should identify the expected

deliverables of each budgeted activity/task, project or programme. Additionally, each department should indicate or propose measures or activities that will be undertaken to secure new or additional resources internally (annual allocations and/or appropriation-in-aid) or externally (loans or grants from either the National Government or development partners).

2.9 Performance Contracting

A performance contract (PC) is a negotiated agreement which allocates obligations and responsibilities between the county government and its agents. It seeks to enhance results, make governments more accountable and use resources more prudently for quality services. It entails negotiation of performance targets, assignments of weights to performance criteria, vetting of performance contracts, implementation of PCs, performance reporting, mid-year evaluation and release of results.

The targets of PC should be derived from a department's, division's or section's work plan and ADP as prioritized in the department's strategic plan. PC targets are categorized into four components i.e., finance and stewardship, good governance, institutional transformation and operations and service delivery. Each component has a set of activities/items and indicators and are assigned weights that have been agreed upon and not subject to alteration.

Beyond the four components, PC track performance on a set of cross-cutting issues that help national government agencies

monitor compliance, accessibility or availability of certain services.

The signing of PC is cascaded downwards. At the apex, the CEC members sign their PC with the Governor, followed by Chief Officers signing their PC targets with their CEC members, directors sign their PC targets with Chief Officers followed by sub-county, ward and village administrators in that order. For PC to effectively work, it requires commitment from the Governor and the institutionalization of a reward and sanction mechanism where those who excel are rewarded and those who fail are sanctioned. Achievement of PC targets help an agency achieve its strategic objectives as identified in the strategic plan.

2.10 Staff Performance Appraisal

Just like PC, service charters or RRI, staff performance appraisal is an initiative or management tool that helps implement a performance management framework or system within an organization. Staff performance appraisal is an assessment or evaluation on employees' performance against some pre-determined and agreed upon targets undertaken either quarterly, semi-annually or annually between an employee and his or her supervisor.

A performance appraisal spells out the expectation of the employer on the employee, the mutual setting of targets as well as the expected behavior during the applicable period.

Appraisal seeks to measure compliance, document lessons learnt, personal development, identify capacity gaps, right

placement of staff, provide feedback on performance and form a basis for rewards and sanctions. Whereas PC is linked to organization-wide work plan, staff performance appraisal is linked to individual work plans. Under the performance management framework, the collective attainment of individual work plan targets leads to the achievement of departmental work plan targets set out in the department's PC. Subsequently, this translates to the achievement of the strategic objectives of the departmental strategic plan priorities.

2.11 Monitoring & Evaluation, Reporting and Learning

Under the County Performance Management Framework (CPMF), all its components are annually monitored and evaluated. Like in the NPMF, the Vision 2030, 10-Year Spatial/Sector plans, CIDP, departmental strategic plans and annual work plans and budgets, all should have a set of targets and indicators that are used to track progress. Data for each indicator for all the CPMF components should be collected and evaluated or assessed against pre-determined and agreed upon targets. The monitoring and evaluation of all the data for each indicator for all the projects, programmes and policies of all the components of the CPMF against pre-set targets and objectives is collectively called the County Integrated Monitoring and Evaluation System (CIMES).

To effectively create a CIMES, each project, programme or policy of all the components of the CPMF should have a results logframe (results chain) that clearly shows the inputs

required, the activities to be undertaken, the outputs or to be achieved and the outcomes of benefits that will accrue to the community. Indicators to track progress should also be developed for all the elements of the results chain. To effectively monitor county performance, each project, programmes or policy implemented under each component of the CPMF should also develop a performance matrix that must identify; the outcomes to be achieved, the indicators to measure the outcomes, a baseline status of the outcome indicator and the target or expected change to be achieved. The expected change based on the current status of performance and the set targets enable departments to estimate the amount of time and resources required to achieve the desired change.

The M&E reports should be used in two ways. First to make management decisions such as resource allocations or change of strategy (managing for results). And second, to inform the citizens on the progress the county government has made or otherwise (managing for accountability).

In reporting, the M&E report should presents results on each element of the results chain (inputs, activities, outputs and outcomes). This way citizens are able to hold their county government to account. For an effective M&E system, key components should be in place. These include, an M&E unit, adequate human resource capacity, indicator handbook, appropriate policy framework and an M&E plan for the county.

The implementation of the CPMF presents an opportunity for both levels of government to develop, set and agree on a set of indicators to measure the performance of the public service in Kenya against set standards nationally and internationally. Also, the framework provides the basis for inter-county comparability on service delivery and performance. This will go a long way to enhance learning and sharing of information and knowledge.

Annex

Members of the Intergovernmental Performance Management Technical Committee

	NAME	INSTITUTION	POSITION
1	Angeline Awino Hongo	Ministry of Devolution and Planning(MODP)/SDD	Director Devolution Affairs
2	Benson Kimani	Ministry of Devolution and Planning(MODP)/SDP	Director
3	Brendah Okungu	Council of Governors (COG)	Administration Assistant
4	David Kiboi	Ministry of Devolution and Planning(MODP)/SDP	Senior Economist
5	David Odhiambo Tambo	Ministry of Devolution and Planning(MODP)/SDD	Ag. Deputy Director
6	Dr. Lawrence Esho	Kenya institute of Planners	Chair
7	Dr. Obuya Bagaka	Price Water Coopers(PwC)	Consultant
8	Elizabeth Ouma	Ministry of Devolution and Planning(MODP)/SDD	Advisor
9	Florence Wahome	Executive Office of The President-Performance Management and Coordination Office	Deputy Director
10	Gilbert Kimutai Ego	Price Water Coopers(PwC)	Consultant
11	James Mwanzia	Ministry of Devolution and Planning(MODP)/SDD	Chief Economist
12	Joshua Mwiranga	Executive Office of The President-Performance Management and Coordination Office	Director
13	Jeremiah Nyambane	Price Water Coopers(PwC)	Manager
14	Joseph Malonza	Ministry of Devolution and Planning(MODP)/SDP	Director

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15	Joseph N. Kung'u	Council of Governors(COG)	Programme Assistant Finance
16	Joseph N. Mukundi	Ministry of Devolution and Planning(MODP)/SDP	Economist
17	Kamangu Gachuru	Kenya School of Government(KSG)	Lecturer
18	Ken Mike Oluoch	Council of Governors (COG)	Programme Officer SDGS
19	Lawrence E. Sakon	Tuk	Consultant
20	Lenah Mulyungi	Council of Governors (COG)	Programme Assistant
21	Lineth Nyaboke Oyugi	Commission on Revenue Allocation(CRA)	Director
22	Mary Mwangeli Ndeto	Ministry of Public Service Youth Social Services and Gender Affairs (MOPYSG)/SDPs	Director
23	Mugure Gituto	KNA	Legal Counsel
24	Njambi E. Muchane	intergovernmental Relations Technical Committee(IGRTC)	Member
25	Oscar Rodgers Achieng	Ministry of Devolution and Planning(MODP)/SDP	Senior Economist
26	Paul Mbuni	Executive Office of The President-Performance Management and Coordination Office	Performance Management Specialist
27	Peter Kinyua Wachira	National Treasury	Economist
28	Prof. Alfred Omenya	Eco-Build Africa	Director
29	Rosemary Wangechi Irungu	Council of Governors (COG)	Citizen Engager
30	Samuel M. Mutisya	Council of Governors (COG)	Monitoring and Evaluation Officer
31	Selina Iseme	Office of The Controller of Budget	Director
32	Sharon Makena Oyugi, HSC	Council of Governors (COG)	Director of Programmes
33	Simon M. Mutinda	Price Water Coopers(PwC)	Partner
34	Sophia K. Sitati	Office of The Attorney General-Department of Justice	State Counsel

	NAME	COUNTY	POSITION
1	Ali Letura	Kajiado County	County Executive in Charge of Urban Planning
2	Benjamin Philip Okeng'o	Taita Taveta	County Economic Planning Officer
3	Christine Muchiri	Kiambu	Senior Planner
4	Daniel Mishael Masetu	Nairobi City	Director
5	Eunice Kamunga	Kiambu	County Executive in Charge of Urban Planning
6	Isaac Abuya	Homa Bay	Chief of Staff
7	Isaac Yeko	West Pokot	Head of Monitoring and Evaluation
8	James Goro	Kisumu	Principal Administrator- Performance Management
9	Justus Ipapo Emukule		
10	Kefa Omanga	Nairobi City	Director Economic Planning
11	Kennedy K. Tegeret	West Pokot	Head of Economic Planning
12	Matthew Kitungu Musyoka	Kilifi	Head of Economic Planning
13	Pamela Rita Kiarie	Embu	County Executive in Charge of Public Service and Administration
14	Eng. Philemon Kachila	Taita Taveta	County Chief Officer - Service Delivery Unit (SDU)
15	Priscillah Chebbet Mugo	West Pokot County	Head of Budget
16	Rachel J. Okumu, OGW	Kakamega	County Executive in Charge of Public Service and Administration
17	Rose Omondi	Kakamega	Head of Performance Management
18	Samuel W. Wamukoya	Kakamega	Administration Performance Management

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19	Samwel Mukindia	Marsabit	County Development Planning Officer
20	Sarah Masaki	Muranga County	County Executive in Charge of Urban Planning
21	Steve Otieno Siso	Kisii	Director Economic Planning
22	Victor Mutati Mwangu	Kitui	Ass. Director Statistics

	NAME	INSTITUTE	POSITION
1	Angela Kabiru	AHADI	Team Leader Governance
2	Consolata Mwololo	AHADI	Procurement
3	Elizabeth Mueni Ndeleva	AHADI	Consultant
4	Faith Ogollah	UNDP	Programme Assistant
5	Guiliano Bosi	AHADI	Consultant
6	Joanne Morrison	AHADI	Technical Specialist
7	Mary Njoroge	UNDP	Programme Manager
8	Maureen C. Korir	AHADI	Programme Assistant
9	Philip Jespersen	World Bank	Senior Social Development Specialist





The Council of Governors
Delta Corner, Tower A, 2nd Floor, Chiromo Road,
Off Waiyaki Way
P. O. Box 40401 - 00100 Nairobi Kenya
Tel: +254 (020) 2403313/4 Cel: +254 (0) 729 777 281
Email: info@COG.go.ke Website: <http://www.COG.go.ke>

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