

# Symposium on International Experience with Monitoring and Evaluation (M&E) in Government

September 18, 2015, Hyderabad



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# International Experience with Monitoring and Evaluation (M&E) in Government

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**KENYA**

# Presentation Outline

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- 1. Brief Description of Kenya**
- 2. The M&E System**
- 3. Similarities with Indian M&E System**
- 4. Dissimilarities with Indian M&E System**
- 5. Lessons for India**

# 1. Brief Description of the country

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<b>CAPITAL</b>	Nairobi
<b>GOVERNMENT</b>	Presidential Republic
<b>AREA</b>	581,309 sq.km (49th in the world)
<b>POPULATION</b>	44.35 million (2013)
<b>GDP</b>	\$44.10 billion (2013)

# 2. The M&E System in Kenya

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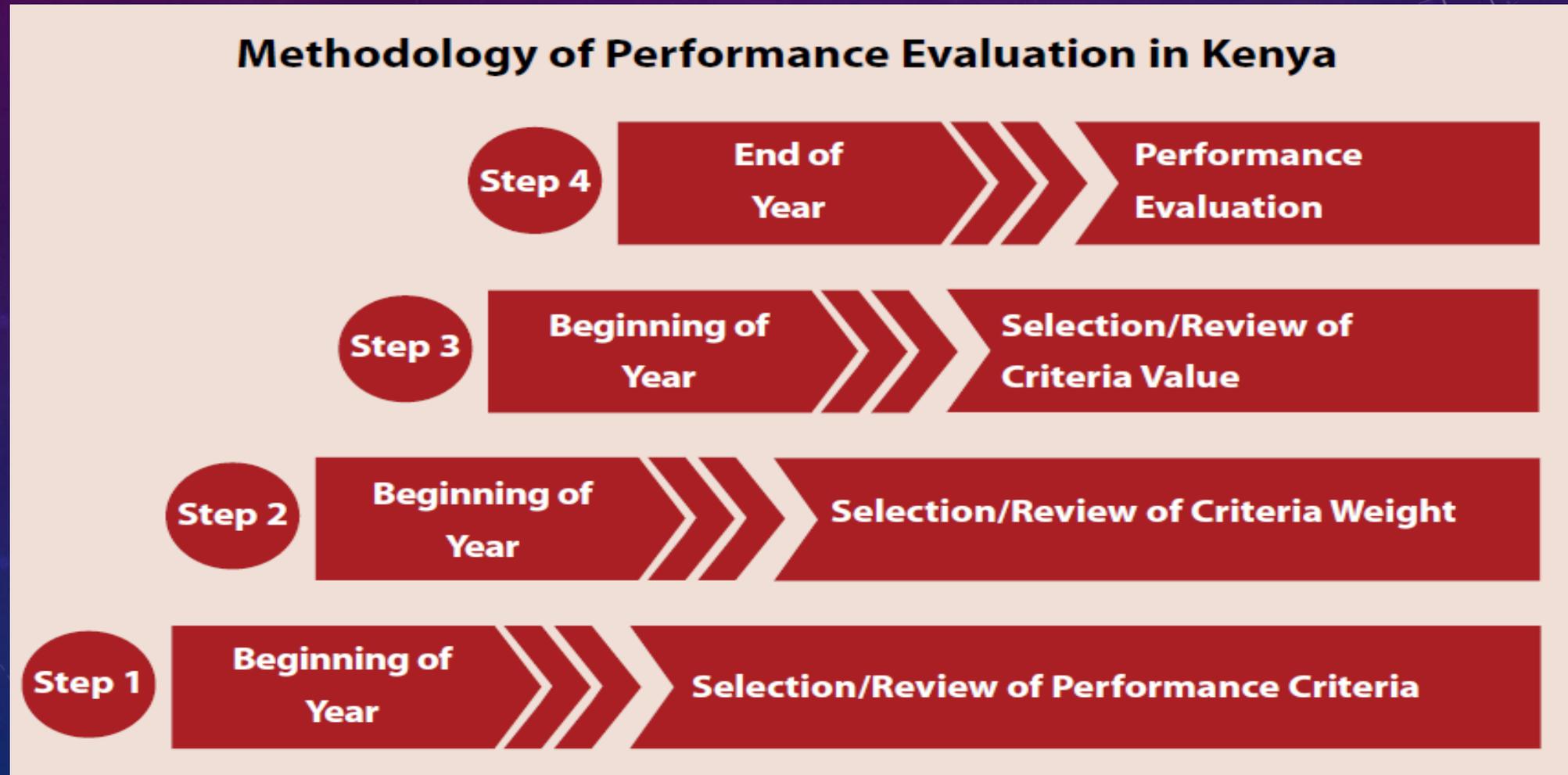
## A. What is evaluated?

In Kenya, PCs are currently implemented in four categories of institutions

1. Departments
2. State Corporations
3. Public Universities
4. Tertiary / Local Authorities

# 2. The M&E System in Kenya

## B. How it is evaluated?



## 2. The M&E System in Kenya

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### C. Who evaluates?

Performance Contracting Division is the nodal office for overseeing the working of PCS. Initially, it was nested in the President's office. In 2008 it became a part of the Department of Planning and Devolution under the Prime Minister.

# 2. The M&E System in Kenya

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## D. Has it Sustained?

- Has been in operation for more than ten years
- Did not require huge amounts
- Mostly home grown
- Covered the entire public sector, right from 2004: about 40 ministries, 130 public enterprises, 175 local authorities covering about 0.7 million staff.
- During the last ten years of Performance Contracting System (PCS) in Kenya, the model has been refined both conceptually and operationally as reflected in detailed Guidelines on PCS. 10th Cycle (edition) of Guidelines (2013-14).

# 2. The M&E System in Kenya

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## Accolades & Recognition

For its excellent endeavour in the field of GPMS, Kenya received numerous international accolades & recognition such as

- All Africa Public Sector Innovation Awards 2010
- UN Public Service Award in 1st category of transparency, accountability and responsiveness in public service
- Top 20 service delivery innovations: Ash Institute at Harvard University, 2007

# **3. Similarities with Indian M&E System**

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- 1. Similar Structure (differences in details). Both RFD and PCs have six sections**
- 2. Both countries have covered only executive wing of the state under the system; left out judiciary and legislative branches**
- 3. In both countries Performance Management Division (PMD) is nested in co-ordinating Ministries (Cabinet Secretariat in India and Department of Planning and Devolution in Kenya)**
- 4. Both countries attempt to ensure alignment of PC/RFD with national priorities; five-year plans and annual budgets. Kenya seems to insist for compliance with national priorities before negotiations commence at peer group.**

# 3. Dissimilarities with Indian M&E System

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## 1. Signing of Agreement

- Cabinet Secretary in Kenya either signs or countersigns performance contracts.
- In India agreement is between minister (political executive) and Secretary (executive head of bureaucracy in a department)

## 2. Coverage

- The Kenyan system covers all Ministries and Departments.
- The Indian system exempts four-five Ministries/Departments.
- In Kenya there is a cascading down of PCs with the help of a common template for ministries, state enterprises, public universities and tertiary organizations
- in India there are two separate templates: one for ministries and the other for CPSEs, and there is no 'cascading down' to lower levels of public administration, although some states have adopted the RFD methodology

# 3. Dissimilarities with Indian M&E System

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## 3. Declaration of Results

- Ranking are announced publicly in Kenya
- In India a few departments incorporate information on performance evaluation in their Annual Reports. Ranking is not made public in India.

## 4. Segregation of Success Indicators

- Kenyan system is more tightly structured with success indicators grouped in six management domains — somewhat similar to 'segregated business lines', which are of critical importance for benchmarking across departmental boundaries.
- In India Ad hoc Task Force (ATF) and Ministries have larger discretion with 85% weight on SIs relevant to them; remaining 15% reserved for mandatory indicators common to all departments.

# 3. Dissimilarities with Indian M&E System

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## 5. Performance Related Pay

- Top three performing public institutions are entitled to 13th month pay or part thereof
- In India, financial incentive formula is in the process of evolution

## 6. Citizen Consultation and Feedback

- Inputs from Kenya's customers' satisfaction survey receive a high weight, in evaluation of performance;
- in India impact evaluation is, at times, is made a success indicator but the level of satisfaction of citizens/ customers does not affect composite RFD score directly

# 5. Lessons for India

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## 1. Implementing PC in Local Authorities

Kenya's experience in implementing PC in Local Authorities (now 47 counties) may be of great relevance to India where the next expansion of RFD system may embrace urban local bodies. With the promulgation of new constitution in Kenya the system is getting 'devolved' to 47 counties. In India, bigger ULBs-municipal corporations and Development Authorities - are around 200.

2. In addition, the role of client surveys for performance evaluation and publication of departmental performance ranking may be noted in particular while attempting to further improve upon the Indian System.

# 5. Lessons for India

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## 3. Focus on Stronger Linkage between :

- processes of planning, budgeting and target setting
- performance of the individual and performance of institutions; this simplifies and creates objective and undisputable criteria for dispensing rewards and sanctions.

## 4. Effective harmonization between Citizens' Service Charters and feedback from Customer Satisfaction Surveys.

## 5. Inter-institutional Dependencies

The Indian GPM should design a system, preferably at the level of negotiation, to cater for collaborations expected from different institutions to drive success in other institutions and avoidance of duplications or even actions that frustrate programme implementation by other public institutions.

# 5. Lessons for India

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## 6. Cascading National Priorities

**Clear guidance and suitable mechanism need to be put in place on the system of cascading national vision to various downstream public agencies for implementation. This would involve how performance targets drop systematically from the national vision to institutional, departmental, sectional and individual levels and possibilities of performance contracts between funding and executing agencies.**