FACTORS AFFECTING IMPLEMENTATION OF PERFORMANCE CONTRACTS IN THE KENYAN CIVIL SERVICE: A CASE OF NDHIWA DISTRICT

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DECLARATION

This project is my original work and has not been presented for a degree in any other university or any other award.

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This project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This study is dedicated to my special friends who have stood by me and given me moral support throughout the period of the study. These include my classmates and my family members. Thanks to them all and may God’s peace be with them.
ACKNOWLEDGEMENT

I would like to acknowledge the tremendous debt I owe to my supervisors Mrs. P. Genga and Dr. Stephen Muathe for the advice and tireless assistance and supervision during my research work and preparation of the project report. I would also like to acknowledge the efforts of the Chief Librarian at Kenyatta University Library for allowing me free access to the Library and use of their personal latest materials which helped me gather the relevant materials and information for the study.

Finally, I would like to acknowledge the tremendous efforts of my fellow classmates and my family members for their encouragement, support and prayers throughout my research work.

Above all I thank God Almighty for taking me through my studies and the research work.
ABSTRACT
Public sector reforms have become a common phenomenon around the globe, especially in developing countries. These have become the way of responding to the needs of the taxpayers. The primary development goal for any country is to achieve broad-based, sustainable improvement in the standards of the quality of life for its citizens. The Public service and in particular the civil service plays an indispensable role in the delivery of public services that are key to the functioning of a state economy. When the delivery of services is constrained or becomes ineffective, it affects the quality of life of the people and nation’s development process. Performance contracting was introduced in state corporations and government ministries in Kenya as part of the broader public sector reforms aimed at improving efficiency and effectiveness in the management of public affairs. While there have been some successes recorded on the same, this intervention has been faced by numerous challenges which have affected its implementation in public service. This study, therefore, seeks to establish and explore the various ways in which performance contracts can be implemented to achieve the desired results. The study was based in Ndhiwa District in Homa Bay County. The Research design was descriptive in nature. The data was collected using questionnaires as the principal data collection instrument and was administered to the employees in the target ministries. The target population was 315 subdivided into strata according to the different ministries thereby a total sample of 66 respondents were interviewed. Within the strata the samples was selected using simple random sampling. Data was analyzed through the use of descriptive statistics, which includes frequency distribution tables and percentages. Computer package Excel and SPSS computer software was used to carry out the analysis of the data. The data was presented using bar graphs, pie charts and cross-tabulation.
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OPERATIONAL DEFINITION OF TERMS

Performance Contract
Performance Contracting is a branch of management science referred to as Management Control Systems. A Performance contract is freely negotiated performance agreement between Government, organization and individuals on one hand and the agency itself on the other (Kenya, Sensitization Training Manual, 2004).

Performance
The act of doing something successfully; using knowledge as distinguished from merely possessing it. In this study, performance was used to refer to the act of doing something successful in the civil service.

Civil service
The Civil Service refers to the body of officials who carry out functions of government under the direction and supervision of the head of government (Rahman 1998). Excluded in this definition are employees of state-owned enterprises, the army, teachers, the judiciary and the police who, together with civil servants, collectively constitute the public sector. It is the civil service, and not the public sector, which was the focus of this study.

Reforms
A change for the better as a result of correcting abuses.

Implementation approach
The act of implementing (providing a practical means for accomplishing something).
Policy

This is defined as a declared mode of action for the future. Policies cut across the different functional areas of an organization e.g. finance and accounts. Human Resources, Public Relations, marketing and Business development among others (Torrinton et al, 1980).

Motivation

Motivation is a set of forces that initiate behaviors and determine its form, direction, intensity and durations (Kenneth, 1994).

Organizational performance

Organizational performance is the degree of accomplishment of the set goals. Organizations are open systems whose performance can be determined either quantitatively or qualitatively by considering the input-conversion-output model (Cole, 2000).

Service quality

Service quality can be defined as the degree to which the service delivered matches the consumer’s/user’s expectation(s). Deviation from this expectation creates either a higher or a lower quality perception.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Public sector reforms have become a common phenomenon around the globe and have brought a new model of public governance, especially in developing countries. These have become the way of responding to the needs of the taxpayers. The primary development goal for any country is to achieve broad-based, sustainable improvement in the standards of living for its citizens. The Public service and in particular the civil service plays an indispensable role in the delivery of public services that are key to the functioning of a state economy. When the delivery of services is constrained or becomes ineffective, it affects the quality of life of the people and nation’s development process. (GOK, 2007)

Public services in many African countries are confronted with many challenges which constrain their delivery capacities. They include the human resource factor, relating to shortages of the manpower in terms of numbers and key competencies, lack of appropriate mindsets, and socio-psychological dispositions. There is also the perennial problem of the shortage of financial and material logistics that are necessary to support service delivery (Lienert, 2003). On the other hand, the gradual erosion of the ethics and accountability has continued to bedevil the public sector in delivering public services to the people. Public sector reforms meant to address these challenges have achieved minimal results (AAPAM, 2005).

One of the key priorities of the Kenya Government is to implement and institutionalize public sector reforms that would lead to an efficient and ethical
delivery of services to the citizens. The government started implementing public sector reforms way back in 1993 with the aim of improving service delivery. There has been three phases in the implementation of different types of reform interventions. While there have been successes and challenges in the implementation of reforms in public service, different concepts and newer interventions have been introduced in the last few years. One such intervention relates to performance contracting in the state corporation and government ministries.

Performance contracting is part of the broader public sector reforms aimed at improving efficiency and effectiveness in the management of public affairs. It was seen as a tool for improving public budgeting, promoting a better reporting system and modernizing public management while enhancing efficiency in use of resources and effectiveness in service delivery (Greiling, 2006).

A Performance Contract is a management tool for measuring negotiated performance targets. It is a freely negotiated performance agreement between the Government, acting as the owner of public Agency on one hand, and the management of the Agency on the other hand. It specifies the mutual performance obligations, intentions, and the responsibilities of the two parties (GOK, 2007).

Performance Contracting is a branch of management science referred to as Management Control Systems which provide information that is intended for managers in performing their jobs and to assist organizations in developing and maintaining viable patterns of behavior (CAPAM, 2005).
A Performance contract is freely negotiated performance agreement between Government, organization and individuals on one hand and the agency itself (Kenya Sensitization Training Manual, 2004).

Performance Contract System originated in France in the late 1960s. It was later developed with great deal of elaboration in Pakistan and Korea and thereafter introduced to India (OECD, 1997). It has been adopted in developing countries in Africa including Nigeria, Gambia, Ghana and now Kenya.

In Kenya, the concept of performance Contracting (PC) was first introduced in the management of state corporations in 1989. A Parastatal Reform Strategy Paper which was approved by cabinet in 1991 was the first official recognition of the concept of Performance Contracting which formed part of the following policies that were recommended to streamline and improve the performance of State Corporations (GOK, 1991). The first two Parastatals to be on Performance Contracting were Kenya Railways Corporation and the National Cereals and Produce Board. Kenya Railways signed PC's in April 1989 and National Cereals and produce Board signed in November 1990. The PC's of Kenya Railways Corporation and the National Cereals and produce Board eventually failed due to; lack of Political goodwill to drive this process since it was perceived as donor-driven, they did not conform to the requirements of the three subsystems of PC's as they lacked the performance incentive system and that there was no provision for the impact of external factors such as changes in government policy, inflation, exchange rate fluctuations that would have made evaluation fair (GOK, 2001).
In the Economic Recovery Strategy for Wealth and Employment Creation (ERS) of 2003-07, the Kenyan Government re-introduced Performance Contracts in 2003/04 financial year through a pilot group of 16 commercial public enterprises. This was done as a performance agreements management tools to create accountability to the public for targeted results (GOK, 2003).

In 2007, the Performance Contracts had expanded from a pilot group of 16 commercial public enterprises to eventually cover the entire public service in Kenya comprising the following institutions: 46 Ministries and Accounting Departments, 178 State Corporations (Public Enterprises) and 175 Local Authorities (i.e municipalities, local, county and urban councils) (GOK, 2007). The initiative has turned out to be a powerful tool in restoring and building trusts in a Government that the public had almost lost hope in. The aim was to enhance efficiency and effectiveness together with probity and integrity. As in the United States, the federal government adoption of performance contracts has seen managers change their attitude towards workers which in turn encouraged innovation and good customer care (Gore, 1996).

1.2 Statement of the Problem

The idea of Performance Contracting was conceived from the perception that the performance of the Public Sector has been consistently falling below the expectations of the Public. Performance Contracting was introduced as part of broader Public sector reforms aimed at improving efficiency and effectiveness in the management of Public service (GOK, 2005).
Although there have been several initiatives since 2003/04 to implement performance Contract to all public institutions and government ministries, their implementation has always fallen below the expected government targets (Opiyo, 2006). The problems that have inhibited the performance of government agencies are largely common and have been identified as excessive controls, multiplicity of principles, frequent political interference, poor management, and outright mismanagement (RBM Guide, 2005).

It was hoped that performance contract was a tool for addressing these challenges. This initiative will provide the government with a unifying framework within which performance can be managed in the public service to achieve the goals outlined in the Economic Recovery Strategy (GOK-ERS, 2003).

1.3 Objectives of the Study

1.3.1 General Objectives

The general objective of this study was to establish the factors affecting implementation of performance contracts in the Kenyan civil service.

1.3.2 Specific objectives;

1. To find out the effects of staff training on the implementation of performance contracts in Kenyan civil service.

2. To establish the extent to which staff is involved in implementation of the performance contracts in Kenyan civil service.

3. To determine the extent to which legal and regulatory framework affects the implementation of performance contracts in Kenyan civil service.

4. To assess the extent to which resource allocations affect the implementation of performance contracts in Kenyan civil service.
1.4 Research Questions

1. How does staff training affect the implementation of performance contracts in Kenyan civil service.

2. To what extent is staff involved in the implementation of the performance contracts in Kenyan civil service.

3. What are the effects of legal and regulatory framework on the implementation of performance contracts in Kenyan civil service?

4. To what extent do resource allocations affect the implementation of performance contracts in Kenyan civil service?

1.5 Significance of the Study

This study will be useful to the government and other policy makers since it will provide insights on the challenges facing the implementation of performance contracts in the civil service. The study will result in recommendations that will be useful in policy formulation for performance contracts. This will result in improved service delivery to the citizen.

The study will also be useful to future researchers and academicians. The findings of this study will form the basis for further studies by other scholars and researchers who might be interested to carry this subject further on.

1.6 Scope of the Study

The study was based in Ndhiwa District which is in Homa bay county. The study targeted all the 315 Civil Servants working in the various government ministries/departments in Ndhiwa District.
The departments include; Provincial Administration, Water, Health, Registration of Persons, Education, Agriculture, Livestock/Veterinary, National Planning and Vision 2030 and Public Works.

A representative sample of 20% was made from each of the named ministries/departments. Hence, 66 civil servants were targeted.

1.7 Limitations of the Study

Some problems were experienced when trying to interview some employees since they regarded some of this information as strictly confidential.

Due to financial and time limitations, the study selected a representative sample size from the civil servants in Ndhiwa district which is newly created and therefore the results may not be generalized to all ministries in the Kenya civil service.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars, analysts and authors. The researcher has drawn materials from several sources which are closely related to the theme and the objectives of the study. Among the issues captured in the review includes; global perspective on performance contracting, public sector reforms and performance contracts in Kenya, conceptual framework, empirical review and gaps to be filled by the study.

2.2 Review on Performance Contracting

2.2.1 Global Perspective on Performance Contracting

Performance Contract is a range of management instruments used to define responsibility and expectations between parties to achieve mutually agreed results (OECD, 1999). From a global perspective, starting in France in the 1970’s, Performance Contracting has been used in about 30 developing countries in the last fifteen years. In Asia, the Performance Contract concept has been used in Bangladesh, China, India, Korea, Pakistan and Sri Lanka. In Latin America, they have been used at different times in Argentina, Brazil, Bolivia, Chile, Colombia, Mexico, Uruguay and Venezuela. Others include Malaysia, United Kingdom, U.S.A, Canada, Denmark and Finland among others. In Africa, performance Contracts have been used in selected enterprises in Benin, Burundi, Cameroon, Cape Verde, Congo, Cote d’Ivoire, Gabon, the Gambia, Ghana, Guinea, Madagascar, Mali, Mauritania, Morocco, Niger, Senegal, Togo, Tunisia and Zaire (World Bank, 2002).
The evolution of contract plans in Swaziland can be traced back to the early 1990's a period that witnessed the promulgation of the Public Enterprise (Control and Monitoring) Act of 1989 (Musa, 2001). The latter sought to establish viable control mechanisms for Swaziland's Parastatal sector amid a national outcry that public enterprises were continuing, unabated, to be a financial as well as an administrative burden on the government. However, the performance agreement of the early 1990's failed to achieve its stated objective i.e. to improve the performance of the Public enterprises. This was because of widespread use of consultants in the formulation of contract plans, including the determination mechanisms for their monitoring and evaluation; Public enterprise management did not develop the necessary sense of ownership and commitment to the success of the enterprise contracts.

Musa also states that lessons of experience with regard to the use of outside consultants, expert or advisors, especially from developed countries, in the formulation of development plans, have shown that while they may be knowledgeable about certain issues and areas that are generic to their field of specialization, they often lack an intimate knowledge of the unique socio-political and economic circumstances confronting individual countries, especially those of the third world (Musa, 2001).

Public Enterprises in Africa are suffering financially and many are seeking financial assistance. Their problems stem from unclear and conflicting objectives and a lack of autonomy and accountability. The results of performance contracting have been mixed. In some countries there has been a general and sustained improvement in Public Enterprise improvement, while in other countries some Public enterprises have
not responded or have been prevented by government policies from responding. In implementing performance contracts, the common issues that were being addressed included; to improve performance to deliver quality and timely services to the citizen, to improve productivity in order to maximize shareholders wealth, to reduce or eliminate reliance on the exchequer, to instill a sense of accountability and transparency in service delivery and the utilization of resources and to give autonomy to government agencies without being subjected to the bureaucracies and unnecessary procedures (AAPAM, 2005).

In little more than a decade, Ghana has transformed the structure and strategy of its rural water supply sector. By 2000, district assemblies and communities played a significant role in planning supplies. The new policy and structure has attracted extra funds, and work is accelerating. This reform process started with an extended dialogue with the major stakeholders in the sector, out of which a new rural water and sanitation policy was developed. The policy was then implemented in several large pilot projects, supported by a number of external agencies, and finally the lessons from those projects were incorporated into the national performance contract program itself. The success of this approach was due to the fact that national and international NGOs were contracted to build the capacity of local-level NGOs and CSOs. The Community Water Supply Agency (CWSA) was created as a facilitating agency rather than an implementer. CWSA, as a semi-autonomous public-sector agency, signs an annual performance contract with the State Enterprise Commission. It is committed to staying efficient and lean, below a 200 size staff, and highly decentralized to its ten regional offices (World Bank, 2002).
2.2.2 An overview of Public Sector Reforms in Kenya

The Kenyan Government responded to public service delivery challenges by formulating and implementing Public Sector Reforms (PRS) way back in 1993. The program implementation was in three phases.

The first phase focused on cost containment, which entailed staff rightsizing initiatives and rationalization of government functions and structures. Under the first phase, a Voluntary Early Retirement Scheme was put in place that targeted civil servants in job group A-G in which 42,132 civil servants retired (GOK, 2004).

The second phase of the reform program focused on rationalization of government ministries/departments to determine appropriate structures and optimal size of the civil service for performance of the government's core functions within budgetary limits. As a result of rationalization exercise, 23,448 civil servants who were occupying posts that were no longer required were retrenched by year 2000. Both phases of the reform coupled with the embargo on recruitment reduced the core civil servants size from 272,000 in 1992 to 191,670 in 2003 (GOK, 2004). While there was a reduction in the size of the core civil service of about 30%, it was noted that productivity and performance in the public service was not as expected (Opiyo, 2006).

Further reform initiatives targeting performance improvement and management in the public service were required, thus introducing Performance Contracting as the third phase of the public sector reforms. This was guided by Economic Recovery policy direction (DPM, 2004).
2.2.3 Performance Contracts in Kenya

The definition of Performance Contracts itself has been a subject of considerable debate among the scholars and human resource practitioners. Performance contract is an agreement between two parties that clearly specify their mutual performance obligations, and the agency itself (Kenya, Sensitization Training Manual, 2004).

However, Kumar defined performance contract as a Memorandum of Understanding (MOU). MOU is rooted in an evaluation system, which not only looks at performance comprehensively but also ensures improvement of performance in managements and industries by making the autonomy and accountability aspect clearer and more transparent (Kumar, 1994).

OECD defines Performance Contract as a range of management instruments used to define responsibility and expectations between parties to achieve mutually agree results OECD, 1994) while Smith argued that a common definition of performance contracting can be found, there are a considerable variety of uses and forms for quasi-contractual arrangements (Smith, 1999).

In the Economic Recovery Strategy for Wealth and Employment Creation (ERS) 2003-2007 policy document, the government accorded high priority to economic recovery and improving the performance of public service to deliver results to the people. Up to this point, the goal of public sector reform was the restoration so as to equip it well in order to play a pivotal role in national development. This called for fundamental changes in the way the sector operates in institutional organization and relationships, and in the individual and collective behavior of those serving in the
The aim was to enhance efficiency and effectiveness together with probity and integrity in the public sector. In an effort to achieve the objectives and targets of ERS and to manage performance challenges in public service, the Government adopted Performance Contracting (PC) in public service as a strategy for improving service delivery to Kenyans. This was one element of the broader public sector reforms aimed at improving efficiency and effectiveness, while reducing total costs (ERS, 2003).

The initiative to re-introduce PC’s in Kenya in 2003 came from H.E. the president and was clearly spelt out in the Economic Recovery Strategy for wealth and Employment Creation (GOK-ERS, 2003). The government appointed a committee to spearhead the introduction and implementation of performance Contracts namely the performance Contracts Steering Committee. The government made a decision to introduce PC in state corporations on a pilot basis in 2004. Sixteen State Corporations signed the PC’s by December 2004. The criteria for selecting the pilot companies included representation of diverse sectors and corporations with Strategic plans.

Currently all public institutions are on performance contracting with many of them restructuring and redesigning their operations. Performance contracting has contributed significantly to the realization of the Millennium Development Goals (MDGs) especially in education. Kenya received the prestigious United Nations Public Service Award for 2007 in recognition of the transparency and responsiveness of the public sector. This was possible mainly due to the performance contracting (PC).

However the way in which the PC has been implemented raises concerns among various stakeholders. This calls for immediate intervention and evaluation if this reform strategy is to succeed. This research endeavors to establish and explore the various ways in which performance contract can be implemented in order to achieve the desired results.

2.3 Empirical Review

2.3.1 Staff Training

In general, the main purposes of training within the civil service are twofold: To develop specific skills in an effort to provide Civil Servants with the capacity to do their work efficiently; and to impart to Civil Servants a sense of purpose and self discipline to enable them to attain group objectives (Rahman, 1998).

The Government of Kenya recognized education as an agent of change in the domain of productivity and performance both in public and private sectors as well as in small and medium enterprises sector (McCormick, 1996). In the 1970s, education was geared to overall national development and to the expansion of the formal sector of
the economy. In the 1980s educational policies shifted gear, belatedly implementing measures to enhance non-formal business activity, this was considered as early as 1972 to be an increasingly important sub sector (ILO, 1977). The educational systems have primarily been geared towards general academic qualification or the type demanded by the large enterprises and public sector, which often provide their own enterprise training (McCormick, 1996).

However the development of technical education and vocational training, relevant for public sector development and flexible production has been generally slow. In a number of African countries including Kenya, the governments have made concerted efforts to reform the educational system and introduce a more technical curriculum and cater for public, private and informal sector (Tuirus and Lagar, 2004). There is need for a well defined solid performance measures. This requires a well-defined training program for the public servants to support performance contracts implementation (GOK, 2007).

Nancy notes that training programs are most effective when they follow a systematic process that begins with explaining the objectives of the performance appraisal process to ensure proper understanding of implementation (Nancy, 2009). Kobia and Mohammed conducted a survey among the civil servants where 280 senior public servants on a course at KIA. The investigation found out majority of respondents knew the goal of PC (72.2%) as the improvement of performance in service delivery through a transparent and accountable system. On training, 75.5% had not received any while 62.1% did not get adequate resources needed to meet their targets (Kobia and Mohammed, 2006).
Additionally, establishing training programs geared at institutionalizing codes of conduct and ethical standards are necessary (World Bank, 1997).

2.3.2 Staff Involvement

According to Armstrong, organizations are formed to achieve certain objectives, which may be either long-term or short-term (Armstrong, 2001). The existence of these objectives shows that the organization is geared to achieving certain aims. To be more specific, organizations do zero in on a mission and vision. In order to achieve its mission and vision, an organization comes up with strategic themes, which drive business for a period (Dessler, 2004).

The central concern is to improve the efficiency and performance of the public system through policies such as; reorganizing Civil Service structure and processes in order to improve on their performance, changing Civil Servants into entrepreneurs who are customer friendly, and giving them both financial and managerial autonomy for which, in return, they exercise a high level of accountability and transparency when carrying out their duties (World Bank, 1996).

Any set organization objective or strategy is not easy to achieve without the existence of people, who are employees of an organization. Employees form a key resource for any organization. It is one of the invaluable assets that determine the success of a business to a very large extent. These employees join organizations in order to achieve certain aspirations yet the organization has its own goal to achieve as well. The point of congruence for these two is only achieved by establishment of policies,
which will eventually safeguard the employee interest and the organization as well (Armstrong, 2001).

According to Hunja, for efficient and effective service delivery, there is need for total involvement of staff. Proper staff involvement will ensure efficient and transparent public practices and this contributes towards sound management of public expenditures (Hunja, 2003).

2.3.3 Legal and Regulatory Framework

Constitutional and legal reforms as well as deepening macro-economic and structural reforms are considered key pillars for attaining the goals of “Kenya Vision 2030” to transform the country into a medium-income country within 25 years. Although the authorities have increased the democratic space significantly since 2002, governance issues are still hampered by the corruption and political manipulation allowed by inadequacies in the legal framework to fight corruption at high levels in the system. This continues to affect the image of the government amongst development partners, and if it is not contained, it could slow down the pace of economic development that the country has recently realized (GOK, 2007).

The fundamental principle of performance contracting is the devolved management style where emphasis is management by outcome rather than management by processes. It therefore provides a framework for changing behaviors in the context of devolved management structures. The framework for managing for results is at three levels namely: National, organizational (ministries and institutions) and individual. Embedded in the RBM framework are two key components to ensure its success, a
performance management information system and a strong enforcement mechanism. The framework is a key part of government’s commitment to improving the performance of public service delivery and is based on agreed national principals and values (Kenya, Sensitization/ Training Manual, 2005).

The current performance contracts arrangements in Kenya is operating under a presidential Decree which has served a very useful purpose. For the system to survive in the long-run it needs to be given a more solid foundation. In most countries it’s done by passing a special legislation to this effect (Shirley, 1997).

2.3.4 Resource Allocations

Resource Allocation is the distribution of resources, usually financial, among competing groups of people or programs (http:www.resource-allocation.com/2/1/3). Civil Service funding needs autonomy which refers to legal separation of functions of politicians (who policy makers) from those of civil servants (who implement such policies). This autonomy involves the establishment of principles and procedures on how to carry out their work (Rahman 1998).

Civil service autonomy is necessary for at least two reasons viz to enable civil servants to use their knowledge and experience without fear or favor as they make and carry out decisions in the process of policy execution; and to help civil servants to provide continuity in government business, especially during periods of rapid political changes (Rahman 1998).
The actions of politicians and Civil Servants through their formulation and implementation of government policies including funding affect every sector of society either directly or indirectly. Hence, greater understanding and transparency in the interactions among the key segments in society create appropriate conditions for meaningful implementation of government policies (Williams and Doig, 2000).

Given scarce resources and ambitious development objective, development partners need to leverage resources to achieve the desired goals. When resources are cut or diminished, governments and organizations may need or be forced to enter into partnerships with others to reach goals that may be similar. By combining resources, outcomes are more achievable even during times of hardships (Jody Z & Ray C.R 2004).

Muturi in his research, factors affecting implementation of PC in the NSSF found out that implementation has not been successfully done due to poor resource allocation. PC’s have not been keenly adopted and it’s this reason that most employees don’t take them seriously (Muturi, 2008).

However, Gakuru gives a different view on resource allocation. She asserts that financial resources without other resources like human resources might not yield a lot in terms of output (Gakuru, 2009).

2.4 Conceptual Framework

According to Mugenda and Mugenda (2003), a conceptual framework helps the reader to quickly see the proposed relationships between the variables in the study and show the same graphically or diagrammatically.
The conceptual framework of this study is based on four independent variables namely: staff training, staff involvement, regulation and legal framework, and resource allocations.

Figure 2.1 below shows how the independent variables affect the implementation of performance contracts in the Kenyan civil service which is the dependent variable of the study.

**Figure 2.1: The Conceptualization Model**

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Training</td>
<td>Performance Contracts Implementation</td>
</tr>
<tr>
<td>Staff Involvement</td>
<td></td>
</tr>
<tr>
<td>Regulation and Legal Framework</td>
<td></td>
</tr>
<tr>
<td>Resource Allocation</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

Gitari who did research on the effects of pc on service delivery in the ministry of Lands found out that performance contract alone cannot improve service delivery but good salary, having a clear training and having faster decision making process (Gitari, 2008).
2.5 Gaps to be filled by the Study

The scope of this research is different with other researchers in that it endeavors to look at a service delivery away from Nairobi to investigate the unique factors that hinder effective service delivery by civil servants despite the existence of the performance contract. It will focus four variables namely; staff training, staff involvement, regulation and legal framework, and resource allocations. It’s hoped that accurate information was generated by the study. The findings are vital to policy makers to address issues that hinder effective service delivery.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
This chapter details the approach that was used to carry out the study. This includes the study design, study population, sampling techniques, data collection instruments, data collection method and data analysis.

3.2 Research Design
The study adopted a descriptive research design to report objectively on the study. According to Lockesh (1984), descriptive research studies are designed to obtain pertinent and precise information concerning the current status of phenomena and whenever possible draw valid general conclusions from the facts discovered. According to Kothari, (2004), descriptive research design describes the state of affairs as it exists at present. The researcher applied this design to investigate the current situation in Kenya civil service. This design helped the researcher to establish the factors that hinder implementation of performance contract in Kenya civil service.

3.3 Target Population
According to Borg and Gall (1983), “A target population refers to all the members of a real or hypothetical set of people, events or objects to which the researcher wish to generalize the results of the research.” The target population for the study was all the 315 employees of all the government ministries/departments based in Ndhiwa District. Among the ministries based in includes; Provincial Administration, Water, Education, Agriculture, Registration of Persons, Works, Planning and Vision 2030, Livestock/Veterinary and Forestry. From the target population, a representation sample of 66 was drawn from which deductions and recommendations were made.
3.4 Sampling Techniques

The researcher used stratified and simple random sampling methods. Stratified was appropriate because it helped to group the target population into strata/categories based on the ministries. Each ministry was considered as a stratum. From each of the stratum /categories, samples were selected using simple random sampling method. Simple random sampling ensured that each respondent in the target population had an equal chance of being chosen. Stratified random sampling technique ensures that bias is not introduced regarding who is included in the survey (Kothari, 2004).

According to Mugenda and Mugenda (1999), the sample size can be determined using the following formula in social research, \( n = \frac{z^2pq}{d^2} \)

Where 
- \( n \) = the desired sample size (if the target population is greater than 10,000)
- \( Z \) = the standard normal deviate at that required confidence level
- \( P \) = the proportion in the target population estimated to have characteristic being measured
- \( q = 1 - p \)
- \( d \) = the level of statistical significance set

Since the formula is recommended for target population is greater than 10,000. It is not possible to use it.

According to Kothari, an optimum sample is the one that fulfills the requirements of efficiency, representativeness, reliability and flexibility. This sample should be in a range of 10%-30%. A proportion of 20% was drawn from each strata of the target population to satisfy these requirements of optimality and representativeness. This is shown on the Sampling Frame in table 3.1.
Table 3.1 Sampling Frame

<table>
<thead>
<tr>
<th>Ministries</th>
<th>Total Population</th>
<th>Sampling Percentage (%)</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Administration</td>
<td>113</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Water</td>
<td>07</td>
<td>20</td>
<td>1</td>
</tr>
<tr>
<td>Health</td>
<td>104</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>Registration of Persons</td>
<td>14</td>
<td>20</td>
<td>3</td>
</tr>
<tr>
<td>Education</td>
<td>24</td>
<td>20</td>
<td>6</td>
</tr>
<tr>
<td>Agriculture</td>
<td>34</td>
<td>20</td>
<td>7</td>
</tr>
<tr>
<td>Livestock/Veterinary</td>
<td>13</td>
<td>20</td>
<td>3</td>
</tr>
<tr>
<td>National Planning and Vision 2030</td>
<td>3</td>
<td>20</td>
<td>1</td>
</tr>
<tr>
<td>Works</td>
<td>3</td>
<td>20</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>315</strong></td>
<td><strong>20</strong></td>
<td><strong>66</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

3.5 Data Collection Techniques

Gay (1976) maintains that questionnaires give respondents freedom to express their views or opinion and also to make suggestions. Primary data was used in this study which was collected through the use of questionnaires. This will contain both closed and open-ended questions. The open-ended questions will permit free responses from the respondents, without providing or suggesting any structure for the response. The closed ended questions will enable responses of the respondents to be limited to stated alternatives. These alternatives were designed in such a way that they were clear and easy for the respondents to understand. The questionnaires helped in addressing the research questions and the objectives of the study. These were administered by the researcher personally to the target respondents.
3.6 Pilot Study
Mugenda & Mugenda (2003) holds that once the questionnaire is finalized, it is imperative to try it in the field. The questionnaire was pre-tested to 10 employees that were not part of the final study. Piloting enabled the researcher to test the reliability of the instrument. This will ensure validity and reliability of the data collection instruments. Gay (1976) notes that validity is established by expert judgment hence the supervisor’s input was sought. This eliminates ambiguity, omissions and makes necessary corrections. This pre-testing of research instrument also enabled the researcher to familiarize with the administration of research instruments.

3.7 Data Processing and Analysis
The collected data was processed and analyzed statistically to make generalization on the population (Neuman, 2003). This entails reviewing the transcripts and giving labels because coding turns data/texts into quantitative data/codes. The basic principle in data analysis is to give all evidence relevant to the research objectives and questions.

The data was analyzed through the use of descriptive statistics which included; frequencies and percentages. The statistical package for social sciences (SPSS) computer software was used to analyze the data. The data was presented in form of tables, percentage bar graphs and pie charts among others.
CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter contains the analysis and presentations of the findings of the study. The purpose of this study was to establish the factors affecting implementation of performance contracts in the Kenyan civil service. The objectives of the study included; to assess the effects of staff training on the implementation of performance contracts in Kenyan civil service, to establish the extent to which staff is involved in the implementation of the performance contracts in Kenyan civil service, to determine the extent to which legal and regulatory framework affects the implementation of performance contracts in Kenyan civil service and to assess the extent to which resource allocations affect the implementation of performance contracts in Kenyan civil service.

The target population included all the civil servants working with the government ministries in Ndhiwa District. A total of 66 questionnaires were administered to the respondents. Out of these, 6 questionnaires accounting for 9.1% were annulled/disqualified due to errors identified in the data cleaning process leaving a total of 60 as the usable/well filled questionnaires which represents 90.9% response rate. These formed the basis for the analysis and the findings presented in this study. The data collected was coded and entered in SPSS package where analysis was done. The data was presented using pie chart, bar graphs, percentages, frequency tables upon which interpretations and conclusions were made.

4.2 Background Information of the Respondents

The researcher sought to establish the demographic characteristic of the sampled population in the questionnaires. The details are shown in Table 4.1.
Table 4.1: Background Information of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>38</td>
<td>63.3</td>
</tr>
<tr>
<td>Female</td>
<td>22</td>
<td>36.7</td>
</tr>
<tr>
<td>Age Category</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 25</td>
<td>8</td>
<td>13.3</td>
</tr>
<tr>
<td>25-35</td>
<td>13</td>
<td>21.7</td>
</tr>
<tr>
<td>35-45</td>
<td>22</td>
<td>36.7</td>
</tr>
<tr>
<td>45-50</td>
<td>8</td>
<td>13.3</td>
</tr>
<tr>
<td>Over 50 years</td>
<td>9</td>
<td>15.0</td>
</tr>
<tr>
<td>Duration of Working with the Ministry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>less than 5 years</td>
<td>24</td>
<td>40.0</td>
</tr>
<tr>
<td>6-10 years</td>
<td>9</td>
<td>15.0</td>
</tr>
<tr>
<td>11-14 years</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td>15-20 years</td>
<td>14</td>
<td>23.3</td>
</tr>
<tr>
<td>Over 20 years</td>
<td>11</td>
<td>18.3</td>
</tr>
<tr>
<td><strong>Total Responses (N)</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2013

The findings shown that majority of the respondents were male (63.3%) while 36.7% were female. The findings further show that most respondents were in age category of 35-45 as accounted by 36.7%. In addition, most of the respondents had worked in their current Ministry for less than 5 years (40%) however to who had worked in their current ministry for 6-10 years, 11-14 years, 15-20 years and over 20 years accounted for 15%, 3.3%, 23.3% and 18.3% respectively as shown in Table 4.1.

4.3 Staff Training

The first objective of the study sought to find out the effects of staff training on the implementation of performance contracts in Kenyan civil service. The findings for this objective are discussed next.
4.3.1 Received Training Relevant to the Job

The study sought to establish whether the staff in the ministries had received any training relevant to their job. The findings show that 85% of the respondents had received training while 15% had not received any relevant training on their job as shown in table 4.2. This shows that most staff in the ministry had the needed training to perform their duties.

Table 4.2: Received Training Relevant to the Job

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>51</td>
<td>85.0</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>15.0</td>
</tr>
<tr>
<td>Total (N)</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2013

4.3.2 Training in Relation to Performance Contract Implementation

The study further sought to establish whether the staff had received any training in relation to performance contract implementation. The findings show that majority of the respondents (76.7%) had received training in relation to performance contract implementation as shown in Table 4.3. This shows that the staff were equipped with the necessary training and skills needed for effective performance contract implementation.

Table 4.3: Training in Relation to Performance Contracts

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46</td>
<td>76.7</td>
</tr>
<tr>
<td>No</td>
<td>14</td>
<td>23.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2013
4.3.3 Adequacy of the Training Received

The study further sought to assess the adequacy of the training received in relation to performance contract implementation. The findings in figure 4.1 show that most of the respondent rated the training received as inadequate as accounted by 45%. This shows that despite the fact that most staff had received training, that training was not adequate for effective implementation of performance contract.

Figure 4.1: Adequacy of the Training Received

![Adequacy of the Training Received](image)

Source: Field Data, 2013

4.3.4 Effect of Training on Implementation of Performance Contracts

The findings further shown that the existing levels of staff training affected the implementation of performance contracts in the ministries as accounted by 80%. This is shown in Table 4.4
Table 4.4: Effect of Training on Implementation of Performance Contracts

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>48</td>
<td>80.0</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>20.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2013

4.4 Staffs Involvement in the performance contracts implementation

The second objective sought to establish the extent to which staff is involved in the implementation of the performance contracts in Kenyan civil service.

4.4.1 Signed Performance Contracts

The finding in figure 4.2 shows that majority of the staff (76.7%) had signed the performance contracts. This shows that most of the staff has signed the performance contracts implementation.

Figure 4.2: Signed the Performance Contracts

Source: Field Data, 2013
4.4.2 Involved in the Implementation of Performance Contracts

The findings further shown that majority of the respondents were involved in the implementation of performance contracts in their ministry/department as accounted by 93.3%. This is shown in table 4.5.

Table 4.5: Involved in the Implementation of Performance Contracts

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>56</td>
<td>93.3</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>6.7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2013

4.4.3 Adequacy of staff involvement in performance contracts

The respondents rated their level of involvement in performance contract implementation in their department. The findings show that majority of the respondents rated their involvement as adequate as accounted by 53.3%. This shows that staffs were well involved in the performance contract implementation in their departments.
4.5 Legal and Regulatory Framework

The third objective sought to establish the extent to which legal and regulatory framework affects the implementation of performance contracts in Kenyan civil service.

4.5.1 Existence of laws that Prohibit Performance contract implementation

The study sought to establish whether there existed laws or regulations that hinder or constraint effective implementation of performance contracts. The findings show that according to majority of the respondents (66.7%), there were laws or regulations that hinder performance contract implementation as shown in Table 4.6.

In addition, the respondents identified some of the laws and regulations that hinder or constraint effective implementation of performance contracts. These included; conflict of human right and other laws, Land laws, Law on illicit brew, registration of civil security act, local authority act, the use, sale and preservation of agricultural land and regulations concerning access to available resources. Other respondents argued that
law on illicit brews that require the NACADA and ranked police to do crack down without arresting the chief make the vice to thrive very well while others cited the need for evidence or witnesses for one to be prosecuted even if he or she is a known criminal to be prohibitive in the implementation of performance contracts.

Table 4.6: Laws Hindering Performance Contract Implementation

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>66.7</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2013

4.5.2 Description of the existing legal framework on the performance contracts

The findings in figure 4.4 show that most of the respondents described the existing regulation and legal framework on the implementation of performance contracts in Kenyan civil service as discriminative as accounted by 41.7%. This show the need to amend the existing regulation and legal framework to enhance effective implementation of performance contracts in Kenyan civil service.

Figure 4.4: Description of the Legal Framework on Performance Contracts

Source: Field Data, 2013
4.5.3 Laws that need Amendments for Effective Implementation of Performance Contracts

The respondents identified some law(s) on the existing legal and regulatory framework that need to be amended to enhance effective implementation of performance contracts in Kenya. These included; Alcoholic act, Provincial administration and chiefs act, Transport act, changaa and other illicit brew act, Land laws, public health act, education act, civil service act and regulation on use of stationery in the civil service. Other respondents were of the opinion that the registration of national identity cards be finalized at location level or at the division level to ensure efficiency in that department.

4.6 Resource Allocations

The fourth objective sought to assess the extent to which resource allocations affect the implementation of performance contracts in Kenyan civil service.

4.6.1 Availability of resources

The respondents rated the extent to which availability of resources affected the implementation of performance contracts in the ministries. The findings show that majority of the respondents (58.3%) strongly agreed that availability of resources greatly affected the implementation of performance contracts in the ministries. This is shown in Figure 4.5.
4.6.2 Lack of Adequate Resources

The findings further shown that lack of adequate resources had affected the implementation of performance contracts in the ministries as accounted by 63.3% (strongly agree responses) as shown in Figure 4.6. This shows that lack of adequate resources is a major constraints affecting effective implementation of performance contracts in the Kenya Civil Service.
4.6.3 Forms of resource needed for the implementation of performance contracts

The respondents outlined the various forms of resources needed for effective implementation of performance contracts in Kenya civil service. These included; human/workforce, mobility logistics such as motorcycles and Motor vehicle, Communication equipments, Financial resource, Physical resources, Knowledge and skills, Political commitment and ICT equipments.

In addition, respondents argue that in order to enhance efficiency in the implementation of the performance contracts, there is need for provision of incentives such as Motor vehicle incentives, risk allowances among other especially for staff who work in risky areas such as chiefs. They also pointed out the need for adequate stationery as well as employment of more human staff in technical field and giving them good remunerations to motivate them to meet set targets in the performance contracts.
4.6.4 Other factors affecting the implementation of Performance Contracts

The respondents highlighted other factors that were not captured in the study but affected effective implementation of performance contracts in Kenyan civil service. These included; Poor monitoring and supervision of work, Poor working conditions, poverty, corruption, poor infrastructure like roads which constrains key operations especially during rainy season, Lack of motivation of staff by the government, Lack of internal resource generation resulting to over reliance on government budgetary allocation, targets being set by people who are not carrying out the activities, political interferences, Poor relationship between senior and junior officers, poor remunerations of the lower cadre civil servants who are expected to implement the performance contracts, Lack of sustainable career development programs targeting the service providers, lack of motivation by the facilitator or the high authority to make the staff concerned participate fully in the implementation of performance contract, language barriers especially when dealing with local communities and too much pressure on the implementing officers from above that blows down to threat of sacking if targets are not achieved yet levels of facilitation are very low.

4.6.5 Effect of Performance Contracting on Performance of civil Servants

The respondents were asked to rate the extent to which they agreed with the statement that the performance contracting system in the Kenyan civil service has greatly helped to increase the performance of civil service in Kenya. The finding in table 4.7 show that 21.7% strongly agreed while 78.3% agreed with this statement. This shows that performance contracting system has greatly increase the performance of civil service in Kenya.
Table 4.7: Effect of performance contracting on Performance

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>strongly agree</td>
<td>13</td>
<td>21.7</td>
</tr>
<tr>
<td>Agree</td>
<td>47</td>
<td>78.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2013
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
The objective of the study was to find out the factors affecting the implementation of performance contract within the public service. To address this objective, this chapter discusses the findings based on the analysis of the data in previous chapters.

5.2 Summary of Findings
From the findings, it's evident that performance contract is used in the public sector to measure the performance and commitments by the staff members. It's important for the public sector to embrace the phenomenon as it adds a great value within the Kenya civil service. It found that the ministries within the district employ the performance contract strategy as a model to get best performers.

The performance contract applications used within the district ministries surveyed include staff training, staff involvement, legal and regulatory framework and resource allocation. The application totally creates sense of belonging within the performance contract as this will give the commitments on the objectives being measured.

5.2.1 Staff Training
The study revealed that a majority number of staff (76.7%) had received the training in relation to performance contract implementation process against (23.3 %) that had not been trained.

5.2.2 Staff is Involvement
From the study, it’s believed that 53.3% staff members were involved the performance contract process. However (31.67%) staff and (13.33 %) were rated as very adequate and less adequate respectively.

5.2.3 Legal and Regulatory Framework
It’s evident that (66.7%) of the respondents observed that legal and regulatory framework tend to hinder the implementation of the performance contract process.
Conflict of human rights, land laws, registration of civil society, local authorities Act, the use, sale and preservation of agricultural land were among the hindrances to the performance contract process.

5.2.4 Resource Allocations

From the respondents, it’s evident that majority of staff (58.3%) agreed that the availability of resources had an impact on the implementation process of performance contract in the ministries. 63.3% of the respondents agree that lack of adequate resources affect the implementation of performance contact in the Kenya civil service. The forms of resource allocation that the respondents mentioned included human workforce, mobility of logistics such as motor cycles, motor vehicles, communication equipment, financial resources, physical resources, knowledge and skills, political commitments, I.C.T equipment among others.

The respondents also outlined poor monitoring and supervision of work, poor infrastructure, and lack of motivation to staff by government among other factors that affected the implementation of performance contract process to the end.

5.3 Conclusions

From the study, it was concluded that performance contract practices were ineffectively administered. Although 76.6 % of the respondents said they feel motivated by a good training, there was an urgent need to adjust all the processes to increase efficiency.

Training of employees was an important factor. It plays a major role on productivity. Staff involvement and resource allocation were also other factors that determine the future of an organization through the performance contract.

Legal and regulatory frameworks were the main factors that hindered performance contract practices within the Kenya civil service. Poor monitoring and supervision of work, poor infrastructure, and lack of motivation to staff by government, corruption, lack of knowledge and skills were other factors that affected the progress of performance contract.
5.4 Recommendations

In view to the findings, the study made the following recommendations towards improving the performance contract practices to enhance employees’ productivity within the ministries of Ndhiwa district.

The employees should be trained on any new skills that come up to enhance productivity. More so the ministries need to come up with a policy that encourages its employees to fully attend training programs that focuses on performance contract.

More effective performance contract strategies should be put in place to motivate employees so as to do their work well. Recruitment and promotions should be done on a merit basis so as to get the right candidates for the right jobs to minimize wastage of office resources such as funds. Professionals would do better jobs when administering performance contract systems as compared to unprofessional.

Top management should be held accountable for any misuse of office resources so as to minimize corruption deals in the ministries. This is because any organization that invests in accountability and transparency reaches greater heights. The management of the organization as a whole should set up friendly policies that can allow free flow of the government activities like the performance contract within the public sector.

Last but not least, more funds to be set aside to enable the various departments of the ministry’s work in terms of service delivery and they determine the way forward for the ministry. All other strategies mentioned in the study should also be implemented. Finally the governments to give their recommendations as a solution to improve performance contract practices in their organizations and recommend the additional of employees benefit schemes that can motivate the employees work performance.
5.5 Suggestions for Further Research

Each ministry to carry out independent research studies to measure the extent of performance contract implementation process as the funding of the process and acceptance level by the staff members is not equal.

The research training to be done from the ground level of lower cadres of operational scales since most of them are involved in the implementation process of performance contract and yet they lack adequate skills to carry out the process.

A comparative study of more than two districts to analyze the implementation of the performance contract since it might give a wider scope to enable better analysis of the outcomes.


Gitari Mugambi s (2008). Unpublished MBA Project of Kenyatta University, Kenya


WWW.resource-allocation.com/2/1/3.
Appendix I: Questionnaire Cover Letter

Geoffrey Omoding
P.O.Box.1- 40302.
NDHIWA.
Date……………..

…………………………
…………………………

RE: Introduction Letter

I am an MBA student at Kenyatta University who is required to carry out research on a topical area for the award of a degree of MBA. This questionnaire is designed to gather information on “factors affecting implementation of performance contracts in the Kenyan civil service: Ndhiwa District”. The information in this questionnaire will be treated with confidentiality and in no instance will your name be mentioned in this research. Also, the information will not be used for any other purpose other than for this research.

Your assistance in facilitating the same will be highly appreciated. A copy of this research paper will be made available to you upon request.

Thank you very much

D53/OL/13422/04
MBA Student
Kenyatta University
Tel. 0722303441
Appendix II: Questionnaire

Questionnaire Serial No..............................
The questionnaire is meant to collect information on factors affecting implementation of performance contracts in the Kenyan civil service: Ndhiwa District. The information in this questionnaire will be treated as strictly confidential and at no instance will your name be mentioned in this research. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable.

Section 1: Background Information

1. Name of the ministry (optional).................................................................

2. What is your Gender?
   1) Male
   2) Female

3. What is your age category? (in years)
   1) Below 25
   2) 25 – 35
   3) 35 – 45
   4) 45 – 50
   5) Over 50 years

4. For how long have you worked in this ministry (in years)?
   1) Less than 5 years
   2) 6-10 years
   3) 11 – 14 years
   4) 15-20 years
   5) Over 20 years
A) Staff Training

5. Have you received any training relevant to your job?
   1) Yes
   2) No

6. Have you received any training in relation to performance contract implementation?
   1) Yes
   2) No

7. If yes, how would you rate the adequacy of the training received?
   1) Very adequate
   2) Adequate
   3) Inadequate
   4) Very inadequate
   5) Not able to rate

8. In your view, does the existing levels of staff training affects the implementation of performance contracts in this ministry?
   1) Yes
   2) No

9. Explain your answer?

   ___________________________________________________________
   ___________________________________________________________

B) Staff Involvement

10. Have you signed the performance contracts?
    1) Yes
    2) No
11. Are you involved in the implementation of performance contracts in your ministry/department?
   1) Yes  
   2) No 

12. How would you rate the level of staff involvement in performance contract implementation in your department?
   1) Very adequate  
   2) Adequate  
   3) Inadequate  
   4) Very inadequate  
   5) Not able to rate 

13. What do you think need to be done to ensure full staff involvement in the implementation of performance contracts in your department/ministry?

C) Legal and Regulatory Framework

14. In your view, are there laws/regulations that hinder/prohibit performance contract implementation?
   1) Yes  
   2) No 

15. If yes, state which ones,

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16. How would you describe the existing regulation and legal framework on the implementation of performance contracts in Kenyan civil service?

1) Excellent ☐
2) Prohibitive ☐
3) Discriminative ☐
4) Oppressive ☐
5) Not able to describe ☐
6) Others ..........................................................................

17. Which law(s) on the existing regulation and legal framework would you want to be amended to enhance effective implementation of performance contracts in Kenya?

D) Resource Allocations

18. Availability of resources affects greatly the implementation of performance contracts in this ministry/department.

1) Strongly agree ☐
2) Agree ☐
3) Disagree ☐
4) Strongly disagree ☐

19. Lack of resources has affected the implementation of performance contracts in this ministry/department.

1) Strongly agree ☐
2) Agree ☐
3) Disagree ☐
4) Strongly disagree ☐
20. In your view, what other forms of resource are needed for the implementation of performance contracts in Kenya civil service?

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21. The performance contracting system in the Kenyan civil service has greatly helped to increase the performance of civil service in Kenya.

1) Strongly agree
2) Agree
3) Disagree
4) Strongly disagree

22. Apart from the factors mentioned in the questions above, what other factors affect the implementation of performance contracts in Kenyan civil service?

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23. What recommendations would you make to enhance implementation of performance contracts in Kenya civil service

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Thank you For Your Responses