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OFFICE OF THE PRIME CABINET SECRETARY & MINISTRY OF FOREIGN AND DIASPORA AFFAIRS

STATE DEPARTMENT FOR NATIONAL GOVERNMENT COORDINATION

PUBLIC SERVICE PERFORMANCE MANAGEMENT UNIT

Integrated Performance Management Framework for County Governments

December, 2025

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LIST OF ABBREVIATIONS AND ACRONYMS

ADP	Annual Development Plan
BSC	Balanced Scorecard
CASB	County Assembly Service Board
CEC	County Executive Committee
CECM	County Executive Committee Member
CGA	County Governments Act
CIMES	County Integrated Monitoring and Evaluation System
CIPMC	County Integrated Performance Management Committee
CIPs	Continuous Improvement Plans
CoB	Controller of Budget
CoG	Council of Governors
CPMF	County Performance Management Framework
CPSB	County Public Service Board
CSDCs	Citizens' Service Delivery Charters
ERS	Economic Recovery Strategy
FY	Financial Year
GPCIS	Government Performance Contracting Information System
HR	Human Resource
HRIS / HRMIS	Human Resource Information System
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IFMIS	Integrated Financial Management Information System
IGRTC	Intergovernmental Relations Technical Committee
IPMF	Integrated Performance Management Framework
KDSP II	Second Kenya Devolution Support Programme
KNBS	Kenya National Bureau of Statistics
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MER	Monitoring, Evaluation and Reporting
MTP	Medium-Term Plan
NIMES	National Integrated Monitoring and Evaluation System
NSP	National Spatial Plan
OAG	Office of the Auditor-General
PBB	Programme-Based Budgeting
PC	Performance Contract
PFM	Public Finance Management
PIMIS	Public Investment Management Information System
PSC	Public Service Commission
PSPMU	Public Service Performance Management Unit
RBM	Results-Based Management
RRIs	Rapid Results Initiatives
SDD	State Department for Devolution
SMART	Specific, Measurable, Attributable, Realistic and Time-bound
SPAS	Staff Performance Appraisal System

DEFINITION OF KEY TERMS

Accountability -The obligation of County Governments, institutions, and public officers to explain, justify, and take responsibility for performance results, use of public resources, and service delivery outcomes to citizens and oversight bodies.

Baseline - The initial value of a performance indicator at the start of a planning or implementation period, used as a reference point for measuring progress and change over time.

Citizen Engagement - Structured processes through which citizens participate in planning, monitoring, evaluation, and feedback on County Government policies, programmes, projects, and service delivery.

Continuous Improvement Plan (CIP) - A structured and ongoing plan that identifies performance gaps and outlines actions to sustain, enhance, or improve institutional, departmental, programme, or individual performance over time.

Explicit Knowledge refers to knowledge that can readily be articulate, codified, stored and retrieved. It is documented contextual information which is in the form of lessons learned reports; best practice reports; concept papers; strategy papers; work plans; corporate plans; status reports; research plans; performance contracts; procedures; manuals; rules and regulations; images; patents; and data base among others.

Indicator - A quantitative or qualitative variable that provides a simple and reliable means of measuring progress, performance, or achievement of outputs, outcomes, and impacts.

Integrated Performance Management- A holistic approach that links planning, budgeting, implementation, monitoring, evaluation, reporting, learning, and improvement into a coherent system for managing results and accountability.

Knowledge Management refers to the process of acquiring, storage, sharing and transferring expertise accumulated on processes, operations and techniques in order to enhance service delivery. It refers to getting the right knowledge at the right place at the right time to enable the right persons to make and implement the right decisions to enhance performance.

Knowledge refers to the fluid mix of framed experience, values, contextual information, intuition, judgement and expert insight that provides a framework for evaluating and incorporating new experiences and intelligence.

Monitoring - The continuous and systematic collection, analysis, and use of performance data to track progress in implementation of plans, programmes, projects, and activities against agreed targets.

Performance Appraisal - A formal and systematic assessment of an individual employee's performance against agreed targets, competencies, and public service values over a specified period.

Performance Contracting - A results-based management tool through which performance targets, indicators, and responsibilities are agreed upon between an appointing authority and an implementing entity or officer, and performance is periodically assessed.

Performance Evaluation - A systematic and objective assessment of the relevance, efficiency, effectiveness, impact, and sustainability of policies, programmes, projects, institutions, or individual performance.

Performance Indicator Handbook - An official county reference document that consolidates approved performance indicators, definitions, baselines, targets, data sources, and reporting frequencies to support consistent monitoring and reporting.

Performance Moderation is the process of ensuring that the performance evaluation methodology, including application of evaluation tools and instruments, has been applied uniformly for the purpose of ensuring objectivity.

Programme-Based Budgeting (PBB) - A budgeting approach that allocates resources to defined programmes and links expenditure to expected outputs, outcomes, and performance results.

Results-Based Management (RBM) - A management strategy that focuses on performance results by systematically linking planning, resource allocation, implementation, monitoring, evaluation, and learning to the achievement of defined outcomes and impacts.

Service Delivery Standards - Approved benchmarks that define the quality, quantity, timeliness, accessibility, and cost of public services to be provided to citizens by County Government institutions.

System Interoperability - The ability of different information systems to exchange, interpret, and use data effectively without manual intervention, despite differences in technology or architecture.

Systems Integration - The process of connecting different information systems and platforms to operate as a unified system, enabling seamless sharing and use of performance, financial, and human resource data.

Tacit Knowledge refers to knowledge that resides in the mind of employees or individuals and is surfaced in response to situations or actions.

Target - A clearly defined level of performance to be achieved by a specific indicator within a given timeframe, informed by baselines, resources, and implementation capacity.

FOREWORD

Governments all over the world take cognizant that citizens' demand for greater responsiveness, better service delivery and, overall, enhanced and more targeted performance consistently demonstrate a steady growth. Increasingly, it has been recognized that the public sector needs to develop and deploy better performance management modalities, critical to sustainable development, economic growth and the well-being of all citizens. Consequently, in an era where public service delivery is crucial to the well-being and development of our communities, it is imperative to establish a comprehensive and robust performance management framework focusing on producing results that benefit the public, and also reinforce public trust that the results have been produced to the envisaged standards.

Development and implementation of the Integrated Performance Management Framework for County Governments is therefore timely and indispensable. The framework provides a comprehensive and standardized structure critical to strengthen county governments' performance in planning, budgeting, implementation, monitoring, evaluation and accountability for resources. Further, the framework fortifies institutionalization of a performance-oriented culture that deploys results-based performance information to inform decision making for effective and efficient service delivery.

In retrospect, this Integrated Performance Management Framework builds on the County Performance Management Framework of 2017 that laid a significant foundation for performance management in counties. it responds to emerging governance, institutional, technological, accountability, and development challenges facing counties, while aligning county performance systems with national priorities and global best practices. This alignment endeavors to ensure that county performance contributes meaningfully to national development outcomes thus enhancing the realization of the Government's transformative agenda as well as aspirations of the Kenya Vision 2030.

The development of this framework is the culmination of extensive research, stakeholder engagement, and collaborative efforts. Their invaluable input and feedback have been instrumental in shaping this comprehensive and practical guide that will evolve with our experiences, challenges, and successes

It is noteworthy that this framework goes beyond the fulfilling of the constitutional requirements. The Council of Governors is confident that this integrated framework will significantly improve results-based management and informed decision making for socio-economic growth and transformation.

HON. MUSALIA MUDAVADI, EGH
PRIME CABINET SECRETARY & MINISTRY OF FOREIGN AND DIASPORA AFFAIRS

H.E. AHMED ABDULLAHI, EGH
CHAIRMAN, COUNCIL OF GOVERNORS

ACKNOWLEDGEMENT

The Integrated Performance Management Framework for County Governments is a key deliverable of the Second Kenya Devolution Support Programme (KDSP II), whose objective is to strengthen county performance in financing, management, coordination, and accountability for resources in order to improve service delivery. The Framework provides a harmonized, coherent, and results-oriented system to guide County Governments in planning, implementation, monitoring, evaluation, and performance reporting, with the aim of enhancing service delivery, accountability, and achievement of development outcomes.

The development of this Framework was spearheaded by the Public Service Performance Management Unit (PSPMU) in jointly with the Council of Governors (CoG). I sincerely acknowledge the Prime Cabinet Secretary, H.E. Hon. Musalia Mudavadi, E.G.H., and the Chairman of the Council of Governors, H.E. FCPA Ahmed Abdullahi, EGH, for their overall leadership and coordination. I also commend the Principal Secretary, State Department for Devolution, for the strong leadership and coordination provided throughout the development process, which was instrumental to the successful completion of the Framework.

Special appreciation is extended to the World Bank Group for its invaluable financial and technical support, without which the development, validation, and dissemination of this Framework would not have been realized. This support underscores a shared commitment to strengthening devolved governance, institutional capacity, and results-based management at the county level.

I further express special gratitude to the technical staff from PSPMU and the Council of Governors, led by the Principal Administrative Secretary, for their technical expertise, dedication, and tireless commitment in developing the Framework. I also acknowledge the invaluable contributions of key stakeholders, including the State Department for Economic Planning; the Public Service Commission; the County Assemblies Forum; the Society of Clerks at the Table – Kenya; and the Intergovernmental Relations and Technical Committee. Their technical input, policy guidance, and institutional perspectives significantly enriched the Framework and ensured alignment with national and intergovernmental priorities.

Finally, I sincere appreciate the representatives of the 47 County Governments for their active participation and valuable contributions during the validation of the Integrated Performance Management Framework. Their practical insights, constructive feedback, and shared experiences significantly enriched the Framework, ensuring it is well aligned with the operational realities of county governance.

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EXECUTIVE SUMMARY

The Integrated Performance Management Framework for County Governments (IPMFCG) provides a comprehensive, harmonized, and results-oriented approach to strengthening performance management across Kenya's 47 County Governments. Developed under the Second Kenya Devolution Support Programme (KDSP II), the Framework responds to persistent challenges in planning, budgeting, implementation, monitoring, evaluation, and accountability that have constrained effective service delivery under devolved governance.

Building on the County Performance Management Framework of 2017, the IPMFCG consolidates lessons learnt, addresses identified gaps, and modernizes performance management practices to reflect evolving governance, institutional, technological, and accountability demands. While the 2017 Framework laid a strong foundation by institutionalizing performance contracting, strengthening monitoring and reporting, and promoting results orientation, its implementation revealed inconsistencies across counties, weak integration with human resource and financial systems, limited citizen engagement, inadequate use of performance information for decision-making, and insufficient linkage between performance results and resource allocation. This Framework addresses these challenges by adopting an integrated, standardized, and legally anchored performance management system applicable to all county entities.

The overarching objective of the IPMFCG is to institutionalize performance management as a core governance function within County Governments, enhance efficiency and effectiveness in service delivery, strengthen accountability and transparency, and promote citizen-centered and results-driven public administration. The Framework applies to all county institutions, including the Office of the Governor, County Departments, County Public Service Boards, County Assembly Service Boards, County Corporations, Municipal Boards, and County Tertiary Institutions. It covers performance contracting, staff performance appraisal, monitoring, evaluation, reporting, learning, and continuous improvement.

At the core of the Framework is an integrated performance planning architecture that aligns national, county, sectoral, spatial, and annual planning instruments. These include Kenya Vision 2030, the National Spatial Plan, Medium-Term Plans, County Spatial Plans, Sectoral Plans, County Integrated Development Plans (CIDPs), Annual Development Plans (ADPs), departmental strategic plans, and annual work plans. This alignment ensures coherence between policy priorities, spatial development, budgeting, implementation, and performance monitoring, thereby strengthening results-based management and efficient use of public resources.

The Framework emphasizes resource alignment as a prerequisite for credible performance commitments, requiring synchronization of performance targets with financial resources, human resource capacity, and asset availability. Programme-Based Budgeting, human resource planning, and asset management are explicitly linked to performance targets to enhance realism, accountability, and value for money.

To operationalize performance management, the Framework adopts proven tools and approaches, including Performance Contracting, the Staff Performance Appraisal System, Programme-Based Budgeting, Integrated Monitoring and Evaluation Systems, Rapid Results Initiatives, and Citizens' Service Delivery Charters. It provides detailed guidance on the formulation of Key Performance Indicators, establishment of baselines and targets, development of County Indicator Handbooks, and application of SMART criteria across output, outcome, and impact levels.

Performance monitoring and reporting are reinforced through structured quarterly, mid-year, and annual reporting, supported by robust data management, citizen engagement mechanisms, and automation of performance management systems. Counties are required to adopt interoperable digital platforms that integrate performance management with financial, procurement, human resource, and monitoring and evaluation systems to enable real-time tracking, transparency, and evidence-based decision-making.

The Framework further provided guidance on performance evaluations, audits, learning, and continuous improvement. It establishes standardized evaluation procedures, grading criteria, moderation mechanisms, appeals processes, and reporting obligations to County Assemblies, the Council of Governors, and the Intergovernmental Relations structures. Performance information is systematically linked to learning, policy adjustment, rewards and sanctions, human resource decisions, and continuous improvement plans.

Finally, the IPMFCG outlines clear coordination, implementation, risk management, and sustainability mechanisms to ensure long-term institutionalization. Through strong leadership commitment, capacity development, change management, citizen engagement, and adequate resourcing, the Framework seeks to entrench a performance-oriented culture within County Governments. Ultimately, the Integrated Performance Management Framework aims to enhance accountability, improve service delivery outcomes, and strengthen public trust in devolved governance for sustainable socio-economic development.

CHAPTER ONE: INTRODUCTION

1.1 Background

1.1.1 Overview of Performance Management in Kenya

Performance Management is a systematic process for obtaining results from an organization's teams and individuals through planning, budgeting, monitoring and evaluation of the achievement of performance targets within an agreed framework. Performance Management in Kenya's public sector dates back to the 1960s, however there were persistent challenges in efficiency, accountability, and service delivery. Over the years, the Government has implemented a series of public sector reforms aimed at improving results orientation and management of public resources. In 2002, the Government introduced Results-Based Management (RBM) as part of broader public sector reforms.

Results-Based Management (RBM) tools and approaches include Strategic Planning, Performance Contracting, the Staff Performance Appraisal System (SPAS), Rapid Results Initiatives, Citizens' Service Delivery Charters, ISO certification, and Performance & Programme-Based Budgeting (PBB). Collectively, these tools were designed to strengthen planning, implementation, monitoring, and accountability within public institutions.

The promulgation of the Constitution of Kenya, 2010 and the subsequent establishment of devolved governance in 2013 necessitated the adoption of Performance Management systems within County Governments to enhance service delivery. At the County level, Performance Management is legally prescribed through various sections of County Government Act, 2012 and Public Finance Management (PFM) Act, 2012. However, the implementation of Performance Management across County Governments was inconsistent, resulting in disparities in planning, execution, monitoring, and reporting. This heterogeneity underscored the need for a harmonized and structured approach, leading to the development and roll out of the Performance Management Framework (PMF) for County Governments in 2017.

At the core of the PMF are Performance Contracting and the Staff Performance Appraisal System, which collectively align planning, budgeting, implementation, monitoring, and reporting with the delivery of measurable results.

1.1.2 Key achievements of the Performance Management Framework, 2017

The overarching objective of the framework was to eliminate the silo approach in performance management in county governments and promote coherence in planning and utilization of public resources, ultimately improving the quality of life for citizens at the county level.

The implementation of the framework yielded several notable achievements. First, it supported the institutionalization of Performance Management across County Governments by embedding results-oriented practices that linked planning, budgeting, and service delivery to citizen-focused outcomes.

Secondly, the framework contributed to the harmonization of planning processes across County Governments. County plans and budgets were better aligned with national and county development priorities, including Kenya Vision 2030, Sector Plans, Spatial Plans, County Integrated Development Plans (CIDPs), Annual Development Plans, departmental strategic plans, and annual work plans. This reduced fragmentation and promoted more coordinated and coherent planning processes.

Thirdly, Performance Contracting—previously applied mainly at the national level—was adopted by counties as a key Performance Management tool. As a result, 27 County Governments had institutionalized Performance Contracting by 2017 and 34 County Governments by 2024. The framework also strengthened Monitoring, Evaluation, and Reporting (MER) systems within County Governments. This enhanced mechanism to track implementation of commitments in the plans through periodic performance reports.

Overall, the framework contributed to a gradual shift in public service culture toward results orientation, transparency, and accountability, with increased emphasis on demonstrating tangible benefits to citizens.

1.1.3 Lessons Learnt and Gaps in Implementation of PMF 2017

1) **Standardization:** The implementation of the performance management framework across counties lacked standardization, critical to ensure individual goals are linked to departmental objectives through PCs and SPAS thus effective realization of the county's strategic priorities. Its therefore vital to provide a framework that will enhance standardization of performance management measurements, evaluation and reporting for improved service delivery across the county governments.
2) **Linkage:** Throughout the implementation, weak linkage between various performance management tools and performance contracts impeded the achievement of set performance targets and realization of national development goals. Therefore, strengthening the linkage and alignment between the targeted results of the County departments and individual performance goals is critical for the successful integration and improvement on delivery of services.
3) **Innovation and Technology**: The rate of technological change in the realm of performance management is high. To ensure the proper alignment with emerging global dynamics and shifts, it's imperative to ensure a performance management framework continuously embraces modern technologies for effective target setting, tracking, real-time feedback and continuous improvement.

4) **Institutionalization**: there has been slow institutionalization of performance management derailing the culture of accountability in service delivery across county governments. Effective coordination of performance management in county governments depends on where the performance management function is institutionally domiciled within the county structure. Quite often, performance management responsibilities are placed within units whose mandates, authority, or convening power are limited, resulting in weak cross-departmental coordination.
5) **Stakeholder Engagement:** the implementation of the framework has been characterized by weak citizen engagement mechanisms across the county governments. Integration of performance management tools, processes and systems calls for a collaborative approach among all key actors. strong citizen engagement mechanisms promote ownership, evidence-based decision making, thus strengthening the sustainability of projects and programmes.
6) **Technical capacity:** Inadequate technical implementation capacity to support performance management processes and systems derailed effective performance management across the county governments. Its therefore imperative to enhance technical capacity across the county governments in the design and implementation of appropriate Performance Management Systems.

1.2 Rationale of the Framework

Article 232 envisages a Public Service that is efficient, effective, highly professional, ethical in-service delivery and ensuring economic use of resources. Section 126 (1) of the Public Finance Management Act requires every county to prepare a development plan which identifies, inter alia, strategic priorities for the medium term that reflect the county government's priorities and plans. Further, Section 47 County Government Act obligates the Executive Committee to design a performance management plan to evaluate performance of the county public service and the implementation of the county policies.

This notwithstanding, performance management at the county level has been characterized by inadequate institutionalization, fragmented performance management systems as well as weak Linkage between planning, budgeting, implementation, monitoring and evaluation.

This framework therefore aims to expedite standardization and harmonization of performance management in the county governments geared towards ensuring that devolution remains responsive, effective, efficient, enhancing the lives of all Kenyans.

1.3 Objectives of the Framework

The Integrated Performance Management Framework for County Governments aims to enhance the efficiency and effectiveness of public service delivery by providing a comprehensive structure for performance measurement, evaluation, and improvement. The objectives of the framework are to:

i. Institutionalize Performance Management in County Governments;
ii. Establish a harmonized and standardized performance management system for county governments;
iii. Strengthen institutional framework; and
iv. Enhance accountability, Transparency and Citizen Engagement.

1.4 Scope

The framework will be implemented by all County Governments public institutions and entities namely; the Office of the Governor, all County Departments, Office of the County Attorney, Office of the County Secretary and the Head of the Public Service, County Public Service Board, County Assemblies Service Boards, County corporations/Boards and County Tertiary Institutions.

1.5 Guiding Principles

The framework will be guided by the national values and principles of governance as provided for in article 10 and principles of public service in article 232 of the Constitution of Kenya, 2010. In addition, it will be anchored on the following core principles of performance management:

i. Accountability and Transparency;
ii. Results oriented and Citizen-centered service delivery;
iii. Employee Involvement, Empowerment and Development;
iv. Learning, Innovation and Adaptability; and
v. Equity, Equality, Fairness and Objectivity.

1. 6 Policy, Legal and Institutional Frameworks

This section provides various policy, legal and institutional frameworks that guide the implementation of performance management in Kenya.

1.6.1 Legal and Policy Framework

a) Constitution of Kenya, 2010

The legal foundation for performance management is firmly established in the Constitution of Kenya, 2010. Article 232 sets out the values and principles of public service, emphasizing efficiency, effectiveness, and the economic use of resources, which apply to all state organs at both levels of government. Article 46 further guarantees consumer rights, including the right to goods and services of reasonable quality, thereby linking performance management to the protection of citizens' welfare.

b) County Government Act, 2012

The County Government Act, 2012 provides detailed provisions for performance management at the devolved level. Section 59(1)(i) mandates County Public Service Boards to advise county governments on implementing and monitoring the national performance management system in the counties. Section 47 requires county executive committees to design performance management plans, with governors obligated to submit annual performance reports to the County Assembly. These reports are public documents, reinforcing transparency and accountability.

Section 109(2)(b) stipulates that county sectoral plans form the basis of budgeting and performance management, while Section 113 requires integrated development plans to inform county budgets and include clear input, output, and outcome indicators. These plans must conform to nationally applicable guidelines. Section 115(2) further obligates county assemblies to enact laws that provide for effective citizen participation in development planning and performance management.

c) Intergovernmental Relations Act, 2012

The Act strengthens coordination between national and county governments. Section 8(f) empowers the National and County Government Coordinating Summit to evaluate performance of national or county governments and recommend appropriate action, while Section 20(1)(b) provides for sharing of information on the performance of the counties in the execution of their functions with the objective of learning and promotion of best practice and where necessary initiating preventive or corrective action.

d) Urban Areas and Cities Act, 2012

The Act, in Section 20(p) mandates Boards of cities and municipalities to establish, implement, and monitor performance management systems.

e) Public Service Commission (Performance Management) Regulations, 2021

The regulations provide a comprehensive regulatory framework on performance management. Its objectives include improving the quality of public services, enhancing efficiency and effectiveness, establishing accountability mechanisms, linking planning and budgeting to implementation and results, measuring performance against set targets, and developing standards for objective appraisal of performance outcomes.

f) Public Finance Management (PFM) Act, 2012

The Act requires that public resources be managed transparently, efficiently and effectively, with clear accountability for how budgets are executed and how financial performance is monitored and reported. Further, under the Act, county governments are required to prepare strategic plans and submit financial reports that reflect actual performance against budgeted resources thus enabling oversight.

g) Conflict of Interest Act, 2025

The Act aims to enhance ethical standards in public service. It provides a comprehensive mechanism for the management and regulation of conflicts between public duties and private interests, promoting objectivity, impartiality and integrity in official decision-making, enhancing public confidence in governance, and ensuring that public officers act solely in the public interest.

h) Kenya Vision 2030

The Kenya Vision 2030, envisages to build a public service that is more citizen-focused and results-oriented. It is implemented through 5-year Medium Term Plans (MTPs) which county governments are required to domesticate in their respective county planning frameworks which links planning, budgeting, implementation, monitoring, evaluation and reporting.

i) Kenya Integrated Performance Management Policy, 2021

The overarching objective of this policy is to consolidate and integrate existing tools and approaches that are currently applied in managing public sector performance in Kenya. The policy provides the organizational, operational and institutional framework for guiding performance management practices in the public service for improved service delivery.

j) Kenya National Monitoring and Evaluation Policy, 2022

The Policy provides an overall guidance on the establishment and implementation of the Monitoring and Evaluation (M&E) function in the public sector. It defines mechanisms for measuring efficiency and effectiveness of the implementation of public policies, programmes and projects. Further, it sets the basis for a transparent process by which the citizenry and other development stakeholders can undertake a shared appraisal of results.

1.6.2 Institutional Framework

The implementation of the Integrated Performance Management Framework for County Governments involves multiple institutions with defined roles and responsibilities at both national and county levels. Further, detailed roles, responsibilities and composition of the envisaged committees and key players will be provided for in the Integrated Performance Management Guidelines for County Governments.

Table 1: Roles and responsibilities of key actors in County Governments performance management

	Institution(s)	Key Role(s)
National Level		
1.	Summit	Consider performance evaluation reports for County Governments.
2.	Council of Governors	Coordinate implementation of Performance Management in the County Governments; Receive performance reports for

	Institution(s)	Key Role(s)
		compilation and onward submission to the Summit and stakeholders.
3.	Inter- governmental Relations Technical Committee (IGRTC)	Implement the decision of the summit on performance management
4.	Public Service Commission	Provide overall guidance and standards on implementation of Performance Management
5.	State Department responsible for Economic Planning	Provide policy guidance on National and Sectoral Development Planning
6.	Public Service Performance Management Unit	Provide technical support on Performance Management
7.	State Department responsible for Devolution	Provide a link between the National and County Governments on Performance Management.
8.	Specialized Agency at the National Level	Provide technical support to County Governments in implementation of the relevant performance indicator(s)
County Level		
1	Governor	Provide overall policy direction and oversight on Performance Management
2	County Assembly	Legislation and oversight; consider performance reports submitted by Governor
3	County Assembly Service Board	Implement and monitor performance management system of the County Assembly Service
4	County Public Service Board	Advise/offer guidance on human resource management and development; implementation and monitoring of the national performance management system in counties; rewards and sanction framework
5	County Integrated Performance Management Committee	Coordinate the implementation of Integrated Performance Management in the County Government
6	County Government Departments/ Corporations/Boards/ Tertiary Institutions	Implement Performance Management in their respective entities

	Institution(s)	Key Role(s)
7	Departmental Integrated Performance Management Committee	Coordinate the implementation of performance management in their respective departments/ entities

1.6.3 Linkages with other existing guidelines and policy

The Integrated Performance Management Framework for County Governments operationalizes the Kenya Integrated Performance Management Policy at the county level by contextualizing national requirements to county mandates and service delivery functions. In addition, the framework provides an institutional mechanism for anchorage of the Integrated Performance Management Guidelines for County Governments.

CHAPTER TWO: PERFORMANCE PLANNING

This chapter provides the performance planning framework for county governments, detailing how national, county, sectoral, spatial, and annual planning instruments are aligned to deliver results in a coherent and accountable manner. It explains the linkages between planning, resource alignment, performance management tools, and results-based monitoring and evaluation. It also provides guidance on indicator development, target setting, service delivery standards, and cascading of performance commitments.

2.1 Planning Framework

The planning framework provides an integrated hierarchy of plans that aligns development priorities, resources, and performance commitments across all levels of government. It translates long-term national goals into actionable medium and short-term programmes and projects, ensuring coherence between policy, planning, budgeting, implementation, and performance management.

2.1.1 Kenya Vision 2030

The Constitution of Kenya, under Article 6 (1 & 2) provides that the territory of Kenya is divided 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 blueprint, the Kenya Vision 2030.

Kenya Vision 2030 articulates the country's long-term aspirations across three interrelated pillars - economic, social, and political - and provides sector-specific priorities intended to transform Kenya into a globally competitive and prosperous nation with a high quality of life for all citizens. In developing long-term and medium-term plans, counties are therefore expected to align their development priorities, programmes, and investments with the Vision's sectoral objectives.

2.1.2 National Spatial Plan

The National Spatial Plan (NSP), anchored in Article 60 (1) of the Constitution and operationalized through the Physical and Land Use Planning Act, 2019, serves as a critical instrument for advancing the Kenya Vision 2030 by translating its long-term economic, social, and governance aspirations into a coherent spatial development framework. By guiding sustainable land use, conservation of ecologically sensitive areas, and equitable access to land, the NSP aligns county and national planning decisions with the Kenya Vision 2030 priorities while providing a common results framework against which spatial, environmental, and development outcomes can be planned, monitored, and evaluated. This will strengthen performance management through clear alignment of policy objectives, implementation responsibilities, and measurable development results across the two levels of government.

2.1.3 Medium-Term Plans (MTPs)

The Medium-Term Plans (MTP) are Kenya's five-year national planning instruments that operationalizes Kenya Vision 2030 through prioritized programmes and flagship projects. They help in linking planning, budgeting, and implementation; provides performance benchmarks, and aligns development with the National Spatial Plan. County Governments are expected to align their plans with the MTPs to ensure local priorities contribute to national development goals, while its results-oriented framework strengthens performance management, accountability, and tracking of development outcomes.

2.1.4 County Spatial Plans

County Governments are mandated to prepare ten-year County Spatial Plans to guide land use, spatial development, and land-based investments. This mandate is provided under the County Governments Act, 2012 and reinforced by the Physical and Land Use Planning Act, 2019, which outlines the required content of the Plans, including development policies, growth strategies, and spatial integration. The Plans also provide a framework for implementation, monitoring, and evaluation, enabling County Governments to align CIDPs, sectoral plans, and inter-county initiatives, reduce fragmented development, and support coherent, evidence-based planning and service delivery.

In instances where County Governments are implementing inter-county programmes or projects they should develop an Inter-County Physical and Land Use Development Plan. This plan is a statutory instrument established under the Physical and Land Use Planning Act, 2019, to facilitate coordinated management and integrated development across neighboring counties where infrastructure or resources transcend boundaries. It provides a binding spatial framework that aligns County Spatial Plans, CIDPs, and sectoral plans with national policies, thereby strengthening policy coherence and the efficiency of public investments.

2.1.5 County Governments Sectoral Plans

County Governments Act, 2012 requires County departments to prepare ten-year sectoral plans for each functional area under their mandate. The sectoral plans provide strategic direction for specific sectors such as transport, health, agriculture, housing, trade, water, and urban development. The sectoral plans are intended to: align county sectoral priorities with national policies, standards, and intergovernmental frameworks; guide medium- and long-term investment planning within individual sectors; and ensure coherence and coordination between sectoral interventions and the County Integrated Development Plan (CIDP). County governments are required to ensure that the sectoral plans are programme based; serve as the basis for budgeting and performance management.

2.1.6 County Integrated Development Plan

The County Integrated Development Plan (CIDP) is a five-year framework that sets out a county's development vision, priorities, and strategies. It integrates spatial, sectoral, urban, and national development plans, and provides clear goals, implementation arrangements, performance indicators, and monitoring and reporting mechanisms. The CIDP also guides county annual planning, resource allocation, work planning and target setting and performance tracking to ensure effective delivery of development outcomes.

2.1.7 Cities and Urban Areas Integrated Development Plans

Cities and Urban Areas Integrated Development Plans (IDPs) are statutory medium-term plans that guide coordinated, sustainable, and inclusive urban development. They provide an integrated framework for urban planning, investment, service delivery, and infrastructure development, aligned with county and national planning instruments. IDPs also support monitoring, evaluation, and evidence-based decision-making to ensure accountable and responsive urban development outcomes.

2.1.8 Departmental and County Entity Strategic Plans

County Governments are required to prepare five-year departmental or entity strategic plans to operationalize CIDPs, sectoral, spatial, and urban development plans. These strategic plans provide direction on implementing programmes and projects, guide resource allocation, and serve as key tools for accountability, performance management, and monitoring progress against set targets.

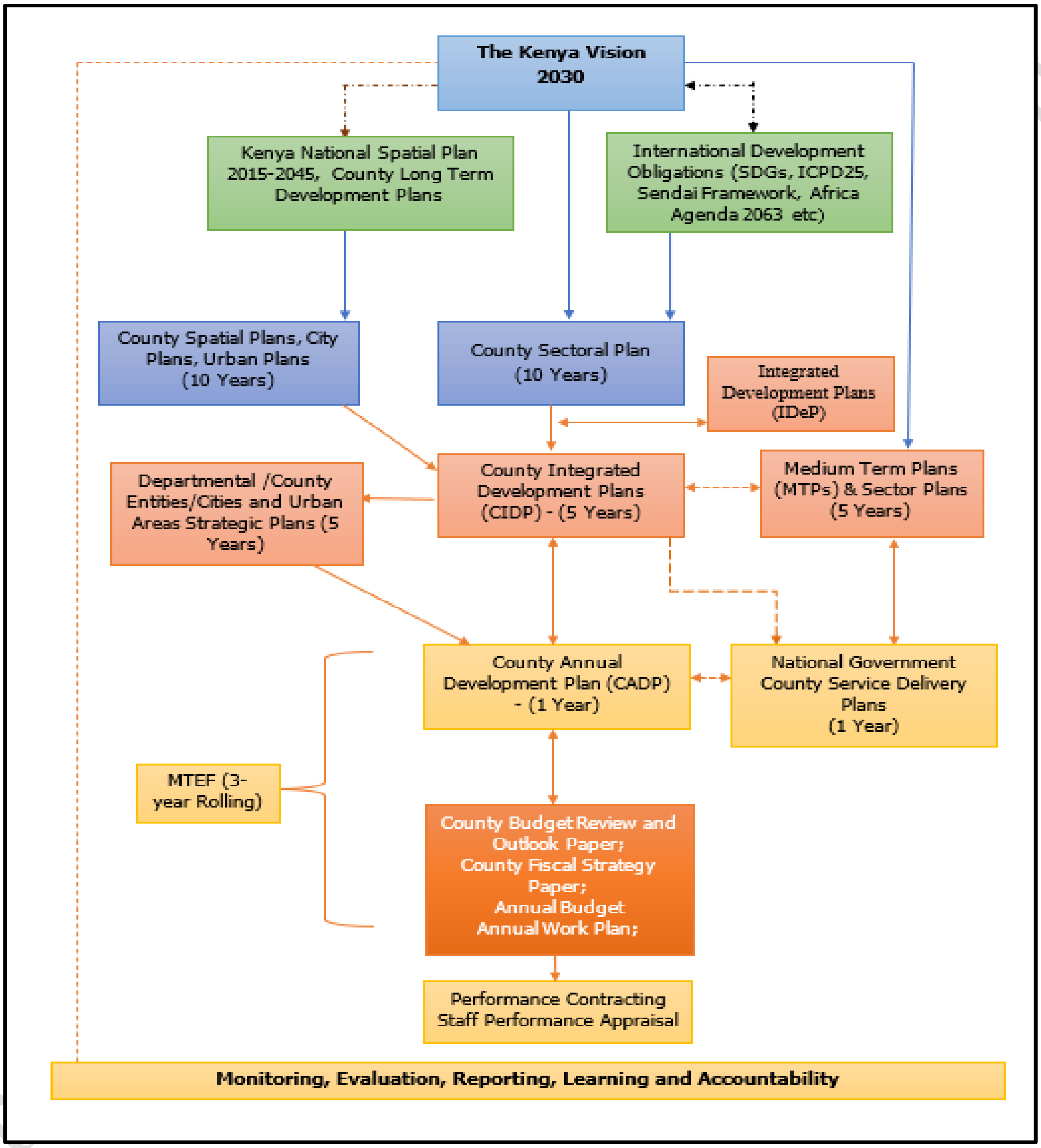
2.1.9 Annual Development Plan (ADP)

The Annual Development Plan (ADP) translates a county's medium- and long-term development goals into actionable programmes/projects for a financial year. It aligns annual priorities with CIDPs, strategic plans, and sectoral or urban plans, specifying projects, activities, budgets, actors, and risks. The ADP includes performance indicators for monitoring and evaluation, supports evidence-based decision-making, and promotes transparency, accountability, and public participation, ensuring that annual interventions are coherent, results-oriented, and responsive to community needs.

2.1.10 Annual Work Plans

A Work Plan is a strategic tool that helps organizations allocate time and resources effectively by breaking long-term goals into actionable tasks and fostering teamwork. It translates strategic objectives and Annual Development Plans (ADPs) into implementable activities, delineates responsibilities, and supports resource allocation and accountability. Work plans must align with departmental and county entity strategic goals and approved budgets, ensuring coherence in management. They also serve as a foundation for target setting at the departmental level and enhance employee performance evaluations through the Staff Performance Appraisal System.

Figure 1: County Performance Management Framework



2.2 Resource Alignment

Resource alignment is crucial in ensuring effective performance management for county governments. The alignment ensures that approved performance commitments are supported by adequate financial, human, and physical resources.

2.2.1 Budget Alignment

Budget alignment ensures that county performance targets are matched with adequate financial resources. County Governments should link strategic priorities in the CIDP and ADP, to budgets through the County Fiscal Strategy Paper (CFSP) and Programme-Based Budgeting (PBB). Budget allocations are tied directly to priority programmes, outputs, and expected outcomes, while performance indicators in departmental contracts correspond to budgeted activities. Monitoring and reporting track both financial expenditure and results achieved, allowing gaps to be addressed, and informing future budgeting and resource allocation decisions.

2.2.2 Human Resource Capacities and Capabilities

The County Government shall align performance targets with human resource capacity, ensuring that departments and units commit only to targets that can be delivered within the approved staff establishment, competencies, and skills mix. Performance planning shall consider the following human resource capability dimensions:

a) Staff Establishment and Staffing Levels

Performance planning and target setting shall be anchored on approved organizational structures and staff establishment, taking into account filled and vacant positions and the equitable distribution of staff across departments, sub-counties, and service delivery units to ensure targets are realistic and responsive to service demand.

b) Competencies and Skills Mix

Performance targets shall reflect the available professional qualifications, certifications, and technical and managerial competencies within the County public service, while recognizing gaps in specialized or scarce skills and addressing them through appropriate planning and capacity enhancement measures.

c) Workload and Productivity Levels

The County shall align performance targets with existing workload and productivity levels by assessing service demand against staff ratios, task complexity, and time requirements, and by applying established productivity norms and benchmarks to ensure targets are achievable.

d) Training and Capacity Development

Training, capacity building, and succession planning shall be integral to performance planning, with targets informed by ongoing development initiatives and identified skills gaps to ensure continuity, sustainability, and improved performance over time.

2.2.3 Asset and Resource Planning

County government departments are required to undertake comprehensive asset and resource planning to ensure they have the physical, technological, and operational resources necessary for effective service delivery. Departments must assess available assets against approved annual work plans, programme outputs, and service standards before committing to performance targets. They are required to maintain Asset Management Registers that identify existing assets, evaluate their condition and utilization, determine gaps relative to service delivery needs, and outline plans for acquisition, maintenance, and replacement. Asset management plans must be integrated into procurement processes to ensure timely availability and deployment of resources to support efficient and uninterrupted service delivery.

2.3 Performance Management Tools and Approaches

Since 2003, when implementation of the ERS and subsequently the Kenya Vision 2030 commenced, several performance management improvement approaches and tools have been in use, which has led to improved service delivery in the Kenyan Public Service. To sustain the gains and the momentum at the county level, county government entities should adopt similar approaches and tools to enhance service delivery.

(a) Performance Contracting

In 2003, the Government introduced performance contracting as a Results-Based Management tool to ensure accountability for results and transparency in the management of public resources. Subsequently, PC was rolled out to the entire public service in the Financial Year (FY)2005/2006. Ministries, Departments, Agencies and Counties (MDACs) have adopted Performance Contracting as a tool to enhance public service delivery. County Governments that have adopted performance contracting, are increasingly demonstrating improved service delivery outcomes, driven by clearer target setting, consistent performance monitoring, and structured reporting against agreed indicators.

(b) Staff Performance Appraisal System

The Staff Performance Appraisal System (SPAS) has been used by the Government over a period of time as a key mechanism for translating institutional performance targets into individual accountability. Through SPAS, agreed departmental and divisional targets are cascaded to individual officers, ensuring alignment between organizational objectives and day-to-day staff responsibilities and fostering a shared sense of purpose. Aligned to the financial year and applying a standardized ranking model of excellent, good, fair, and poor, SPAS has been adopted as an important tool for measuring meritocracy by linking individual performance to objective assessment criteria, promoting fairness, accountability, and recognition of results within the public service.

(c) Rapid Results Initiatives

Rapid Results Initiatives (RRIs) were introduced as a Results-Based Management approach to instill a strong focus on achieving tangible results within a short timeframe, typically 100 days, with the primary objective of improving service delivery in public sector institutions. The demonstrated success of the Rapid Results Approach across a range of contexts has shown its effectiveness in accelerating implementation, breaking institutional inertia, and fostering a culture of accountability and innovation. As a result, MDAs, and county governments are encouraged to embrace RRIs as a practical tool for delivering quick, visible improvements, strengthening results orientation, and complementing longer-term planning and performance management frameworks.

(d) Programme-Based Budgeting

Programme-Based Budgeting (PBB) provides the basis for measuring management performance by linking allocated resources to defined programmes, outputs, and outcomes as articulated in the CIDP and prioritized annually through the ADP. Performance measurement is therefore grounded in the extent to which institutions effectively translate plans and budgets into results, achieve agreed performance targets, and demonstrate value for money, accountability, and efficient use of public resources.

(e) Integrated M&E Systems

The National Integrated Monitoring and Evaluation System (NIMES) and the County Integrated Monitoring and Evaluation System (CIMES) aim to enhance results-based management and service delivery in government. NIMES ensures integration across National and County Governments, while CIMES is implemented within county Governments. Both leverage ICT for improved data processes, promoting timely and reliable reporting on policies and projects. County governments are urged to adopt CIMES for better tracking of development efforts, standardized reporting, and enhanced learning. This adoption is expected to foster evidence-based decision-making, accountability, and continuous improvement, ultimately benefiting citizens through improved development outcomes.

(f) Citizens' Service Delivery Charters

The adoption of Citizens' Service Delivery Charters (CSDCs) has significantly transformed public service delivery by improving access, quality, timeliness, and courtesy, while ensuring transparent publication of service costs, thereby reducing corruption and misconceptions about service affordability. County and National Governments are encouraged to establish dedicated customer service desks with clear redress mechanisms. By standardizing communication on service requirements, costs, and timelines, CSDCs enhance transparency, efficiency, and accountability, providing citizens with clear performance commitments and mechanisms to report dissatisfaction.

2.4 Key Performance Indicators (KPIs) Development and Targets Setting

Performance indicators form the foundation of effective performance management by enabling systematic tracking, measurement, and assessment of results achieved by county governments. Within the County Integrated Performance Management Framework (CPMF), indicators shall be developed, validated, applied, and reviewed in a structured and consultative manner to support Results-Based Management (RBM) and evidence-based decision-making.

2.4.1 Indicator Formulation

County governments shall formulate performance indicators to track the implementation and results of County Integrated Development Plans (CIDPs), Annual Development Plans (ADPs), and departmental work plans. Indicator formulation shall focus on measuring results at all levels of the results chain - outputs, outcomes, and impacts. The indicator development process should be guided by CIMES Guidelines.

2.4.2 County Indicator Handbook

Each county shall develop and maintain a **County Indicator Handbook** as an official reference document for performance monitoring, measurement, and reporting.

The County Indicator Handbook shall:

a) Contain a consolidated set of approved county performance indicators derived from the CIDP and aligned to sector priorities;

b) Be validated through stakeholder consultations and approved by the relevant county performance and M&E coordination structures;

c) Focus on a core set of indicators that can be tracked regularly (quarterly and annually) and that provide a clear picture of overall county performance;

d) Prioritize outcome indicators and key strategic output indicators that reflect service delivery and development results; and

e) Be integrated into digital performance management and M&E platforms to enable systematic tracking and reporting.

The County Indicator Handbook shall be periodically reviewed to reflect changes in policy priorities, planning cycles, and emerging development challenges.

2.4.3 Levels of Performance Indicators

In line with the Results-Based Management framework, counties shall apply three (3) levels of performance indicators:

i. **Impact Indicators** - Impact indicators measure long-term changes in development conditions and quality of life resulting from county interventions. They provide an overall picture of whether meaningful development outcomes are being achieved;

ii. **Outcome Indicators -** Outcome indicators measure medium-term changes attributable to county programmes and policies. They assess whether intended results or effects have been achieved; and

iii. **Output Indicators** - Output indicators measure the immediate, tangible deliverables produced through county activities and projects. These indicators are typically easier to measure and are tracked more frequently.

2.4.4 Indicator Selection Criteria

All performance indicators used within the CPMF shall comply with the **SMART** criteria to ensure accuracy, reliability, and usefulness:

- **Specific:** The indicator clearly measures a defined output, outcome, or impact.
- **Measurable:** Data can be collected using clearly defined methods, with unambiguous units of measurement.
- **Attributable:** The result measured can reasonably be linked to county interventions and responsibilities.
- **Realistic and Relevant:** The indicator is feasible to monitor using available resources and directly reflects county priorities and service delivery objectives.
- **Time-bound:** The indicator specifies the time period for measurement and reporting.

Indicators that do not meet these criteria shall be revised or replaced to maintain the integrity of performance measurement.

2.4.5 Baselines and Targets

Once performance indicators are agreed upon, county Governments shall establish **baselines and targets** to enable systematic measurement of progress and results.

Baselines represent the initial status of an indicator prior to intervention and provide a reference point for measuring change over time. Where baseline data is unavailable, counties shall undertake surveys or assessments to establish credible baseline values.

Targets shall define the desired level of performance to be achieved within a specified timeframe. Targets shall be:

i. Aligned with the duration of planning instruments (e.g. five-year targets aligned to the CIDP);
ii. Broken down into annual targets for outputs and short-term outcomes; and
iii. Realistic, achievable, and informed by available resources and implementation capacity.

The establishment of baselines and targets ensures that performance monitoring, evaluation, and reporting are objective, measurable, and results-focused.

2.5 Service Delivery Standards

County government departments must align all performance targets with approved service delivery standards to ensure consistent, high-quality, and predictable services. Departments are required to develop and prominently display Citizens Service Delivery Charters, in the prescribed format.

The Standards in the Charter should be based on national and county laws, professional regulations, and approved public service norms. Service standards must cover scope, quality, timeliness, accessibility, and citizen satisfaction. Departments must link performance targets to these standards, align workloads and outputs with benchmarks, integrate citizen feedback, review standards regularly, and monitor compliance to ensure commitments are met.

2.6 Cascading Performance Commitments

Cascading Performance Commitments involves extending performance targets beyond the top county leadership to its downstream institutions, levels, and individual employees. This ensures that every unit and staff member is aligned with the organization's strategic objectives, linking individual performance to the County's overall goals. All performance commitments at the top and middle level leadership will focus on outcomes and outputs. This will ensure that the County Public Service is refocused on results rather than mere processes.

The identified outputs should also be clearly linked to input activities and processes. At the lower levels, the commitments are cascaded to lower cadre staff, who are accountable for day-to-day activities and tasks that collectively contribute to the delivery of outputs and, ultimately, the realization of intended county outcomes. The County Assembly and other County Entities are required to adopt and apply this cascading framework in line with their respective mandates, institutional structures, and operational contexts as provided by the Integrated Performance Management Guidelines for County Governments.

CHAPTER 3: PERFORMANCE MONITORING AND REPORTING

This chapter provides information on performance monitoring, data management, reporting mechanisms, citizen engagement and feedback, and automation of performance management.

3.1 Performance Monitoring

Performance monitoring is the continuous and systematic tracking of county programmes, projects, and service delivery interventions against approved plans, performance targets, and indicators. Performance monitoring provides timely information on progress, identifies implementation challenges, and supports corrective action and accountability for results.

Monitoring shall cover county programmes, projects, and services as outlined in the CIDP, ADP, Performance Contracts, Annual Work Plans, and approved budgets. It shall assess both physical and financial progress, including output delivery, outcome achievement, and resource utilization.

County Departments and implementing units shall undertake routine monitoring, while County M&E Units coordinate monitoring processes, consolidate reports, and ensure data quality. County M&E Committees shall provide oversight and validation of monitoring outputs, while County Executive leadership shall use monitoring findings for decision-making.

Performance monitoring shall be conducted on a monthly, quarterly, mid-year, and annual basis, using approved indicators, standardized tools, administrative records, financial reports, and citizen feedback mechanisms. Monitoring data shall be verified and validated to ensure accuracy, completeness, timeliness, and consistency.

Monitoring findings shall inform management decisions, performance reviews, corrective actions, budget adjustments, reporting to oversight institutions, and continuous improvement of service delivery.

3.2 Mid-Year Performance Assessment

The mid-year performance assessment aims to monitor progress of achievements, identify and address any emerging issues, challenges, and constraints affecting performance to ensure that County Governments are on course to achieve their annual performance targets. The mid-year performance assessment shall be conducted in January/February and the assessment report disseminated by end of February. Under Staff Performance Appraisal System (SPAS), the appraiser and the appraisee shall review the progress of work and adjustment of targets if necessary.

3.3 Data Management

Effective performance management in County Governments depends on the availability of accurate, timely, reliable, and relevant data. The CPMF establishes standardized data management arrangements to support planning, monitoring, evaluation, reporting, accountability, and evidence-based decision-making.

County Departments, Units, and county governments' corporations shall be the primary producers and custodians of performance data, while County M&E Units will coordinate data management, consolidation, and quality assurance in line with CIMES Guidelines. County M&E Committees and Performance Management Committees shall provide oversight, validation, and strategic direction. Each performance indicator shall have a designated data owner responsible for data integrity and reporting.

Performance data shall be drawn from administrative records, routine monitoring reports, surveys, evaluations, citizen feedback mechanisms, and official statistics from recognized national and sector institutions. All indicators shall be supported by standardized definitions, formulas, data sources, reporting frequencies, and disaggregation requirements, as documented in an approved County Indicator Handbook.

Counties shall adopt standardized data collection and reporting tools, increasingly supported by digital platforms. Data quality shall be assured through verification, validation, and periodic data quality assessments focusing on accuracy, completeness, timeliness, consistency, and validity.

Performance data will be securely stored and managed through integrated digital systems, including CIMES, HRMIS, IFMIS, and e-performance platforms. Routine analysis and use of data shall inform management decisions, resource allocation, performance reviews, and continuous improvement.

3.4 Reporting Mechanisms

Reporting mechanisms provide a structured process for documenting and communicating county performance results. County Governments shall prepare quarterly, mid-year, and annual performance reports against approved plans, targets, and indicators in the CIDP, ADP, Performance Contracts, Annual Work Plans, and Programme-Based Budgets.

Departments shall prepare reports using standardized formats, while County M&E Units consolidate and assure data quality, and County M&E Committees validate reports before submission to County Executive leadership and statutory oversight institutions. Reporting shall cover both non-financial and financial performance and be supported by integrated digital systems. Non-confidential performance information shall be shared with the public to enhance transparency and accountability.

Under the Staff Performance Appraisal System, individual appraisee shall prepare and submit quarterly reports to the appraiser in the prescribed format and end-year appraisal reports submitted to the County Director of Human Resource Management and County Public Service Board. On the other hand, the County Assembly staff shall submit performance reports to the County Assembly Service Board.

3.4.1 Feedback Mechanisms

Feedback mechanisms provide a structured process for communicating monitoring and reporting findings to inform decision-making, corrective action, and continuous improvement. County governments shall ensure that findings from routine monitoring, quarterly and annual performance reports, evaluations, and reviews are systematically analyzed and feedback provided to implementing departments and stakeholders within prescribed timelines. Feedback shall highlight progress, performance gaps, emerging risks, and recommended actions, and shall be used to adjust plans, budgets, and implementation approaches.

3.5 Citizen Engagement and Feedback

Citizen engagement shall be an integral component of performance monitoring and reporting. It strengthens democracy and promotes good governance and accountability in the county by: building the trust of citizens in the government, demonstrating that the voice of the stakeholder has been heard; engaging stakeholders in informed dialogue on county performance and providing evidence of what the county can and does provide for them; and strengthening participation in county planning, budgeting and development.

County governments shall institutionalize mechanisms for capturing citizen feedback on service delivery and overall performance. Citizen engagement platforms shall include community fora, satisfaction surveys, social media, submission of written memoranda, performance dashboards, county websites and open data portals. It shall also be complimented by citizen scorecards, independent budget tracking, and other social accountability tools. Each County Government shall undertake county-wide customer satisfaction survey every two (2) years to evaluate how well public resources are being used to meet the needs of the citizenry.

To ensure that all stakeholders are involved, each County Government shall develop and implement an annual citizens' scorecard for citizens to rate the services provided by its institutions. The reports emanating from the aforementioned citizen engagement mechanisms should inform decision-making and corrective action in future planning processes thereby improving service delivery.

3.6 Automation of Performance Management

In order to ensure real time reporting, improved efficiency and effectiveness, County Governments shall automate performance management processes through end-to-end electronic platforms to support performance contracting processes and staff appraisal. In this regard, County Governments shall adopt the re-engineered Government Performance Contracting Information System (GPCIS) and Human Resource Information System (HRIS).

The e-Performance Contracting System shall support the development, implementation, monitoring and evaluation of performance contracts. The system shall enable target setting, progress tracking, performance reporting and feedback, and performance evaluation as well generating management reports.

The e-Appraisal System shall support target setting, monitoring and assessment of individual staff performance thereby linking individual performance targets to departmental and County plans.

The County Performance Dashboard shall provide a real-time visual platform for tracking key performance indicators across sectors and departments. The dashboard shall expedite management decision-making and enhance transparency.

3.6.1 Systems Integration and Interoperability

County Government shall ensure that Performance management systems are interoperable with existing government systems, including the Public Investment Management Information System (PIMIS), the Integrated Financial Management Information System (IFMIS), Electronic Government Procurement (e-GP) system, Human Resource Management Information System (HRMIS), the County Integrated Monitoring and Evaluation System (CIMES). Such integration shall ensure alignment between plans, financial and human resource management, monitoring and evaluation.

CHAPTER 4: PERFORMANCE EVALUATION, LEARNING AND IMPROVEMENT

This Chapter outlines how performance evaluation, performance audits, learning and continuous performance improvement are integrated into performance management to strengthen accountability, support evidence-based decision-making and build institutional capacity across County Governments in order to enhance service delivery.

4.1 Purpose of Performance Evaluation, Learning and Improvement

Performance evaluation, learning, and improvement constitute the accountability and corrective backbone of the Integrated Performance Management Framework for County Governments. Performance evaluation provides an objective assessment of the extent to which County priorities, programmes and projects have been achieved, and whether resources have been utilized efficiently and effectively.

The performance evaluation results provide valuable lessons and inform decision-making by the Executive and County Assembly. They guide the prioritization of resources, strengthen institutional capacity to deliver, enhance service delivery, support deployment of rewards and sanctions, and facilitate policy and programme adjustments. In addition, they embed a culture of continuous learning and improvement within County Governments.

4.2 Performance Evaluation

County Governments shall undertake performance evaluation to promote accountability, learning, transparency, and continuous performance improvement, while ensuring alignment between individual effort, institutional performance, and overall County development outcomes.

4.2.1 Scope of Performance Evaluation

County Governments shall conduct performance evaluation to ensure coherence and alignment within the County performance management. The scope shall apply to the following levels:

a) Individual Performance: This shall assess individual employee performance through Staff Performance Appraisal System (SPAS), focusing on the delivery of agreed performance targets and supported by individual competencies and adherence to public service values and ethics; and
b) Institutional Performance: This shall assess the performance of County institutions through Performance Contracting, focusing on effectiveness, efficiency, and quality of service delivery in implementing their mandates and programmes.

This approach ensures that individual contributions are directly linked to institutional outputs and the broader County development objectives as articulated in the CIDP, ADP and other strategic plans.

4.2.2 Documents Required for Performance Evaluation

Performance evaluation is anchored on approved and verifiable documentation to ensure objectivity, consistency and credibility. The essential documents required for performance evaluation include, but are not limited to, the following:

a) The vetted and/or signed Performance Contract(PC);
b) Performance Contracting Guidelines pertinent to the contract year;
c) Final Approved Budget for the year under evaluation;
d) Final Approved Procurement Plan for the year under evaluation;
e) Annual performance report in the standard format, with detailed notes on the actual outputs achieved for each performance indicator;
f) Self- performance evaluation report in the standard format;
g) Verifiable evidence of achievements; and
h) Documentation on any exogenous factors that may have affected the performance of the County Government institutions.

4.2.3 Performance Evaluation Criteria and Grading

Performance evaluation is guided by standardized criteria and grading framework to promote fairness, transparency and comparability across Departments and Counties.

Performance Criteria values in Performance Contracting are rated on a scale of 1.00 to 5.00, where 1.00 represents achievement equal to or greater than twice the target and 5.00 represents "Zero" achievement. The five performance Grades-Excellent, Very Good, Good, Fair or Poor- in Performance Contracting also apply to SPAS. An Excellent performance grade signifies an achievement above101% of the agreed performance targets, while a Poor grade signifies an achievement up to 49% of the agreed performance targets.

The detailed performance criteria and grading framework are provided in the Integrated Performance Management Guidelines for County Governments.

4.2.4 Performance Evaluation Procedure

Performance evaluation entails a number of sequential processes and is carried out in a manner that ensures objectivity and integrity of the results. At individual level, supervisors across County Governments shall, at the end of the performance period, conduct formal year-end appraisals for each employee under their supervision and rate their performance. Duly completed performance evaluation appraisal reports shall be submitted to County Human Resource Advisory

Committee/Staff Advisory Committee for moderation and subsequently forwarded to the CIPMC/ Management Committee for recommendations.

At institutional level, the County Governments shall undertake a Self-Performance Evaluation (in-house evaluation), within 30 days after the end of the performance period and submit the Self-Performance Evaluation Report to the County Integrated Performance Management Committee. Thereafter, Performance Moderation shall be conducted by an Independent Performance Evaluation Team between 1st August and 15th October of every year, based on the annual achievements for each performance indicator.

Upon agreement on the evaluation results, the parties to the performance evaluation shall endorse the final performance evaluation matrix and the minutes of the exercise.

4.2.5 Appeals on Performance Evaluation

Any appeals raised during the Annual Performance Evaluation shall be referred to the CIPMC and the Independent Performance Evaluation Team for arbitration. Appeals arising from institutional performance evaluations must be submitted within the five (5) working days, and the decisions made on such appeals are binding. If the Appraisee is not satisfied with the appraisal rating, he/she may appeal to CHRAC / CIPMC, as provided in the SPAS Guidelines.

4.2.6 Release of the Performance Evaluation Report

Upon compilation of the annual performance evaluation and moderation, the independent evaluation team shall prepare the Annual Performance Evaluation Report, which shall be released by H.E. the Governor within 30 days.

4.2.7 Submission of the Annual Performance Evaluation Report to the County Assembly

The Governor shall submit the Annual Performance Evaluation Report to the County Assembly, as stipulated in Section 47(3) of CGA, 2012. Once the Report is submitted to the Assembly, it shall become a public document, as stipulated in Section 47(4) of CGA, 2012. The Governor shall also submit the report to the Council of Governors to facilitate preparation of the Annual State of Devolution Report.

4.2.8 Dissemination of the Performance Evaluation Report

The performance evaluation report shall be disseminated to County Departments, County Staff, Citizens, and other stakeholders to promote transparency, learning, and informed decision-making. Dissemination shall be carried out through appropriate forums and communication channels.

4.2.9 Submission of the Consolidated Annual Performance Evaluation Report to the Summit

The Council of Governors (CoG,) in consultation with IGRTC, shall compile a consolidated Annual Performance Report for all 47 County Governments. The IGRTC shall then submit the Report to the Summit for consideration, with the aim of strengthening collective performance accountability, enhancing intergovernmental coordination, and promoting continuous performance improvement across the County Governments. The Report shall also inform the Annual State of Devolution Address in Kenya.

4.3 Performance Audits

In accordance with the Public Finance Management Act, 2012 and the County Governments Act, 2012, performance audits in County Governments are undertaken through a structured and coordinated assurance framework comprising internal audit, County Assembly oversight, and external audit by the Office of the Auditor-General and the Controller of Budget.

This assurance mechanism independently and objectively assesses whether County Governments' programmes and service delivery systems achieve the intended results, while ensuring that public resources are utilized efficiently and effectively, and that operations comply with the approved plans, budgets, and legal requirements.

4.3.1 Internal Audits

Internal Audit is anchored in Section 155 of the Public Finance Management Act, 2012 which requires County Governments to establish robust systems for internal control, accountability, and prudent use of public resources. Audit findings shall advise the Executive on performance improvement through practical recommendations, ensure follow up on audit findings, and monitor the implementation of corrective actions.

4.3.2 County Assemblies Oversight

County Assemblies are the primary oversight institutions at the county level, pursuant to Article 185(3) of the Constitution, Section 8(1)(c) of the County Governments Act, 2012, and Sections 164-168 of the Public Finance Management Act, 2012. The role of the County Assembly formalizes accountability and directly links political leadership to the use of performance results.

County Assemblies shall monitor the implementation of recommendations through the following mechanisms: Implementation status reports submitted by the Executive; Oversight calendars aligned to performance and budget cycles; and periodic follow-up hearings to track progress and enforce accountability.

4.3.3 External Audits

External audits provide independent and constitutional assurance on the use of public resources and the achievement of results at the county level. These audits are conducted primarily by the Office of the Auditor-General (OAG), with support from the Controller of Budget (CoB), each operating within their respective mandates under the existing legal framework.

The audits assess the extent to which public funds achieve the intended objectives, in line with the service delivery outcomes, and provide evidence to inform oversight decisions and corrective measures for sustainable performance.

4.4 Learning and Performance Improvement

Learning and performance improvement recognizes that effective performance management extends beyond measurement of results. It embeds learning as a fundamental organizational practice. The approach seeks to: promote evidence-based decision-making; enhance institutional memory and continuity; enable continuous improvement in policies, programmes and service delivery; strengthen staff competencies and organizational capacity by addressing identified performance gaps; and foster innovation, adaptive management, and responsiveness to emerging challenges and opportunities.

4.4.1 Learning and Knowledge Management

Learning and Knowledge Management plays a pivotal role in the Integrated Performance Management Framework. It transforms performance information gathered from planning, monitoring, evaluation, reviews, and assessments into actionable knowledge.

County Governments shall institutionalize mechanisms for acquiring, storing, and transferring expertise accumulated in processes, operations, and techniques to improve service delivery. Learning shall be embedded across the performance management cycle, covering: performance planning and target setting; implementation; monitoring and evaluation of programmes, projects, and services; performance reviews, appraisals and audits; and citizen feedback, complaints handling, and social accountability processes.

County Governments shall strengthen the existing structures to capture both explicit and tacit knowledge on performance management. This will include documenting good practices, innovations, and successful interventions; recording lessons learnt from programme and project implementation; developing case studies, knowledge briefs, and evaluation summaries; and capturing exit knowledge from staff leaving service or transferring roles. All such information shall be documented in standardized formats and stored in designated knowledge repositories in accordance with governing laws.

County Governments shall foster effective knowledge sharing and dissemination on performance management through internal platforms, cross-departmental forums, and inter-county learning and benchmarking engagements, thereby promoting the replication of effective practices and reducing duplication.

Technology shall be leveraged to support performance learning and continuous improvement through digital repositories, performance dashboards, management information systems, and e-learning platforms. These systems shall enhance access to performance information, facilitate timely learning, and promote informed decision-making.

County governments shall foster an organizational culture that encourages innovation and creativity, and shall recognize departments, teams, or individuals who demonstrate effective learning and innovation in performance management. Lessons learned on performance management will inform planning, budgeting, policy review, and continuous improvement of the Integrated Performance Management Framework.

County governments may refer to the Knowledge Management Policy for Kenya, 2022.

4.4.2 Performance Improvement

Performance improvement refers to structured interventions designed to address identified performance gaps at the institutional, departmental, unit, or individual level. It serves as a critical interface between performance management and human resource management by ensuring that human Resource decisions are grounded in measurable performance evidence and due process. The objective of performance improvement shall be corrective rather than punitive, and it shall be guided by the relevant human resource policies, laws and regulations.

4.4.2.1 Performance Rewards and Sanctions

The overall goal of Performance Rewards and Sanctions is to establish a basis for rewarding exemplary performance and administering sanctions for poor performance, motivating employees to maintain a positive attitude towards work, and enhancing productivity in the public service. This shall apply to both County Institutions and the Individual employees, creating linkages between institutional and individual performance.

County Governments may adopt the provisions of Performance Rewards and Sanctions as stipulated in the *Performance Rewards and Sanctions Framework for the Public Service, 2016*. The County Public Service Board and the County Assembly Service Board shall be responsible for administering the *Guidelines for Implementation of Performance Rewards and Sanctions in the Public Service, 2017*, based on the recommendations of the County Integrated Performance Management Committee.

4.4.2.2 Performance Improvement Plans

Performance Improvement Plans (PIPs) are short-term, structured approaches designed to support individuals or teams in addressing performance gaps and achieving specific improvement goals where performance has been unsatisfactory.

County Governments shall identify performance gaps, set clear improvement goals, outline actions and timelines, provide resources, monitor progress, and where necessary, train, re-assign responsibilities, redeploy, coach, mentor, and counsel the underperforming individuals or teams.

4.4.3 Linkage to Human Resource Decisions

The Departmental or Institutional Integrated Performance Management Committee, together with County Human Resource Advisory Committee, shall utilize the performance appraisals, performance reviews, performance monitoring and evaluation findings, performance audits, and service delivery assessments to guide human resource decisions.

4.4.4 Continuous Improvement Plans

Continuous Improvement Plans (CIPs) are long-term, proactive, ongoing initiatives designed to sustain and enhance performance, regardless of current performance levels. The CIPs entrench a pervasive culture that systematically shapes institutional performance, service delivery and operational efficiency.

CIPs shall apply to County Institutions, programmes, projects and shall be implemented at both strategic and operational levels. They shall complement and with approved strategic plans, annual work plans, performance contracts, monitoring and evaluation systems, and performance audits.

The principles of results-based management, evidence-based decision-making, integration with planning and budgeting processes, participation and ownership, and sustainability shall guide the development and implementation of CIPs, informing the continuous improvement actions to be undertaken.

Chief Officers and Heads of Departments or Sections shall be responsible for the oversight and implementation of the CIPs within their respective areas of responsibility. County Institutions shall periodically review CIPs to assess effectiveness, capture lessons learned and integrate good practices into subsequent planning and performance management cycles.

Each CIP shall clearly define priority improvement areas, improvement objectives, planned actions, performance indicators and targets, responsible officers or units, implementation timelines, and monitoring and reporting arrangements, as provided for in Annex 1.

CHAPTER FIVE: COORDINATION AND SUSTAINABILITY OF PERFORMANCE MANAGEMENT

The chapter explains how performance management shall be coordinated and sustained in county governments. It outlines who is responsible for coordination, interface among different actors and how performance management processes are maintained over time. It also outlines how implementation shall be monitored, risks managed and performance management embedded in county governments systems.

5.1 Implementation Roadmap

The implementation of the IPMF shall be undertaken through a phased approach. This entails partnerships and collaborations among all actors and support of top leadership in county governance.

Effective implementation calls for a robust monitoring, evaluation and feedback mechanism to track progress, assess performance and inform continuous improvement. The implementation roadmap is provided in Annex I.

5.2 Capacity Development Plan

The effective implementation of the IPMF will require adequate skills, knowledge, and institutional capacity across county governments. County governments shall implement the Capacity Development Plan setting out the training and capacity-building interventions necessary to support the application of performance management practices at institutional, departmental, and individual levels.

5.2.1 Training Requirements

Training under the IPMF shall be targeted, practical, and aligned to clearly defined roles and responsibilities within county governments. The training shall strengthen institutional capacity through structured sensitization and capacity building of top level, operational level and support staff. It shall focus on performance planning and target setting aligned to planning and budgeting processes; implementation of performance management tools and systems; monitoring, reporting, and use of performance information for evidence-based decision-making; promotion of accountability, transparency, and citizen engagement; and leadership and change management to sustain a performance-oriented culture.

5.2.2 Competency Development

Competency development under the IPMF shall be undertaken through a structured and continuous approach and embedded within routine county operations. This shall be achieved through targeted training, mentoring, coaching, and performance reviews, supported by designated performance management champions. To ensure sustainability, IPMF-related capacities shall be integrated into induction programmes, leadership development initiatives, and human resource development plans, informed by periodic assessment of capacity gaps to guide ongoing capacity enhancement.

5.3 Change Management & Communication Strategy

5.3.1 Change management

Change management is critical to the effective implementation and sustainability of performance management within county governments. An integrated performance management approach requires changes in leadership practices, institutional arrangements, accountability mechanisms, and organizational culture.

The Council of Governors (CoG), in collaboration with county governments, shall lead and support the implementation of a structured change management programme across all county governments. The programme provides a guide to the rollout, internalization, adoption, and contextual adaptation of the performance management framework, ensuring that it is applied consistently while remaining responsive to county-specific context.

5.3.1.1: Prerequisites for Managing Change in County Governments

Managing change in county governments requires deliberate actions to ensure that performance management practices are accepted, applied, and sustained. The following measures shall be put into consideration.

1. **Capacity Assessment:** Each county government shall review previous reform initiatives, leadership commitment, institutional capacity, availability of skills, and historical barriers to change to inform the requisite capacity interventions.
2. **Management of Resistance to Change:** The county governments shall identify specific sources of resistance, whether political, institutional, managerial, or individual, and apply appropriate responses. These may include leadership engagement, clarification of expectations, capacity support, peer learning, or corrective action, depending on the nature and intensity of resistance.

3. **Structured Information and Engagement Processes:** County governments shall put in place structured processes to ensure that officers at all levels clearly understand the purpose, expectations, and implications of performance management reforms.
4. **Recognition and Rewards:** County governments shall recognize and reward good performance at both institutional and individual levels. Recognition and reward mechanisms shall be applied objectively and consistently to motivate compliance and embed a culture of performance management.
5. **Leadership Development:** County governments shall ensure continuous leadership development and mentorship to strengthen performance management for decision-making and accountability.

5.3.2. Communication strategy

Effective communication is critical to ensuring excellent service delivery and feedback. Having a Communication Strategy provides a platform to comprehensively and regularly inform, update and engage with different stakeholders. It reflects a deliberate approach to address not only the internal intricacies but also the external communication needs and concerns.

Table 2 identifies communication Strategic Objectives and Strategies on performance management.

Table 2: Communication objective and strategies for Performance Management

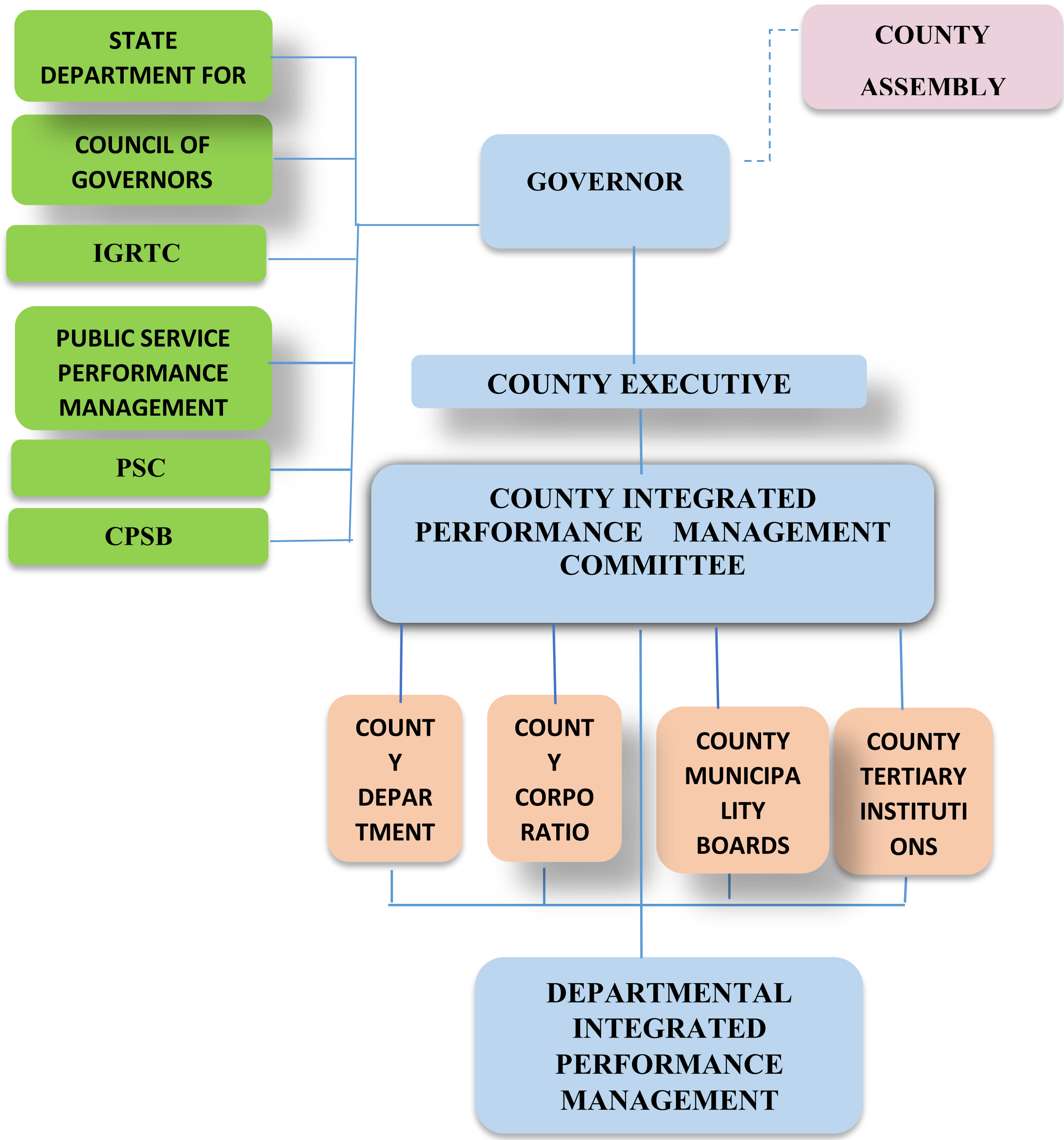
S/No	Objective of communication strategy	Strategy
1	To increase the visibility and understanding of Performance Management.	i. Raise awareness on programs, projects, regulations, laws, policies and procedures. ii. Leveraging on technology to advance communication. iii. Enhance County performance visibility through the use of various information, education and communication channels.
2	To enhance coordinated communication on performance management.	i. Integrate communication into project planning and implementation. ii. Enhance the capacity for communication units in terms of skills, equipment and staffing. iii. Establish internal and external feedback mechanisms.

S/No	Objective of communication strategy	Strategy
3	To enhance stakeholder relations for sustainable partnerships and collaborations	i. Collaborate with stakeholders to advance communication ii. Organize tours, field visits to projects for stakeholders as communication and learning platforms iii. Build a pool of brand advocates for performance management. iv. Develop Stakeholder engagement plan v. Involve stakeholders in policy formulation, implementation, monitoring and evaluation.
4	To effectively manage crisis	i. Develop a crisis management plan. ii. Establish Complaints and grievance redress mechanisms
5	To enhance research and knowledge management	Strengthen Central Performance Management Repository for County Government.

5.4: Coordination Framework

Effective implementation of performance management framework requires a strong coordination modality defining roles, processes, and mechanisms to align all the key stakeholders. The coordination framework is presented in the figure 2.

Figure 2: County governments Performance Coordination Framework



5.5 Risk Management

The implementation of the framework may be affected by a range of governance, institutional, capacity, resources and change-related risks. Some of these risks can undermine coordination, weaken accountability and affect the sustainability and effectiveness of performance management. Addressing these risks therefore requires clear institutional arrangements, strong leadership commitment, adequate resourcing, continuous capacity building and structured change management.

The table 5 summarizes the key risks that may affect the implementation and sustainability of performance management within county governments, together with corresponding mitigation measures.

Table 3: Risk Analysis and Mitigation

Risk	Risk Description	Risk Profile	Mitigation measures
Responsibility conflict in county performance management	Overlapping or unclear mandates among county institutions on performance management lead to duplication and weak accountability	**high**	● Establish and operationalize a clear county institutional and coordination framework for performance management. ● Clearly define roles of the County Executive Committee, CPSB, County departments, Planning/M&E units, and County Treasury.
Inconsistency in uptake and implementation of county policies, legislation, and regulations	Levels of uptake and implementation vary across county departments, entities, and devolved units	**high**	● Enact and enforce county legislation, regulations, and guidelines on performance management. ● Strengthen county-level oversight, reporting, and compliance mechanisms.
Obsolescence of technology	Rapid changes in ICT render county technologies and tools obsolete within a short period	**high**	● Continuous upgrading of ICT skills and competencies within county governments. ● Provision of budget for periodic technology upgrades at county level.
Change resistance	Integration of performance management practices in counties may face behavioral and institutional resistance	**high**	● Peer learning and collaboration among county departments. ● Structured change management training and sensitization for county leadership and staff.
Inadequate resources for	Insufficient financial, human, and ICT	**High**	● Allocation of adequate resources through county budgeting processes

Risk	Risk Description	Risk Profile	Mitigation measures
county performance management	resources to support performance management activities in counties		● Resource mobilization and partnerships. ● Deployment of appropriately skilled personnel within county structures.
Change of county leadership and priorities	Changes in county political leadership and senior management may shift priorities away from performance management	**High**	● Enactment of county anchoring legislation on performance management. ● Institutionalization of performance management through enduring county structures. ● Clear assignment of performance management responsibility to specific county institutions.
Limited technical capacity at county level	Inadequate technical skills to support performance management planning, monitoring, and reporting	**medium**	● Capacity building for county officers on performance management processes. ● Continuous professional development and technical support.
Integration challenges	Integration of performance-related county platforms may be constrained by cost and incompatible technologies	**high**	● Provision of budget for integration initiatives. ● Review of county platforms for integration readiness. ● Sensitization on coordinated data sharing and use.
Ownership and entitlement attitudes	Departments or entities may resist sharing data or aligning performance tools due to ownership concerns	**high**	● Promotion of open data and open government principles within counties. ● County-wide sensitization on data sharing. ● County-level legal and policy provisions to support open data practices.

5.6: Sustainability of Performance Management

Performance management sustainability should be an ongoing effort integrated into the County Government's practices and culture. County Governments shall consider the following:

i. **Leadership support**: Performance management initiatives cannot achieve optimum success without sustained support from top management;

ii. **Verifiable data**: Performance management systems should give out information and data that is verifiable and which inform data driven decision making;

iii. **Performance management champions**: County Government to identify and support champions that are committed to implementing performance management;

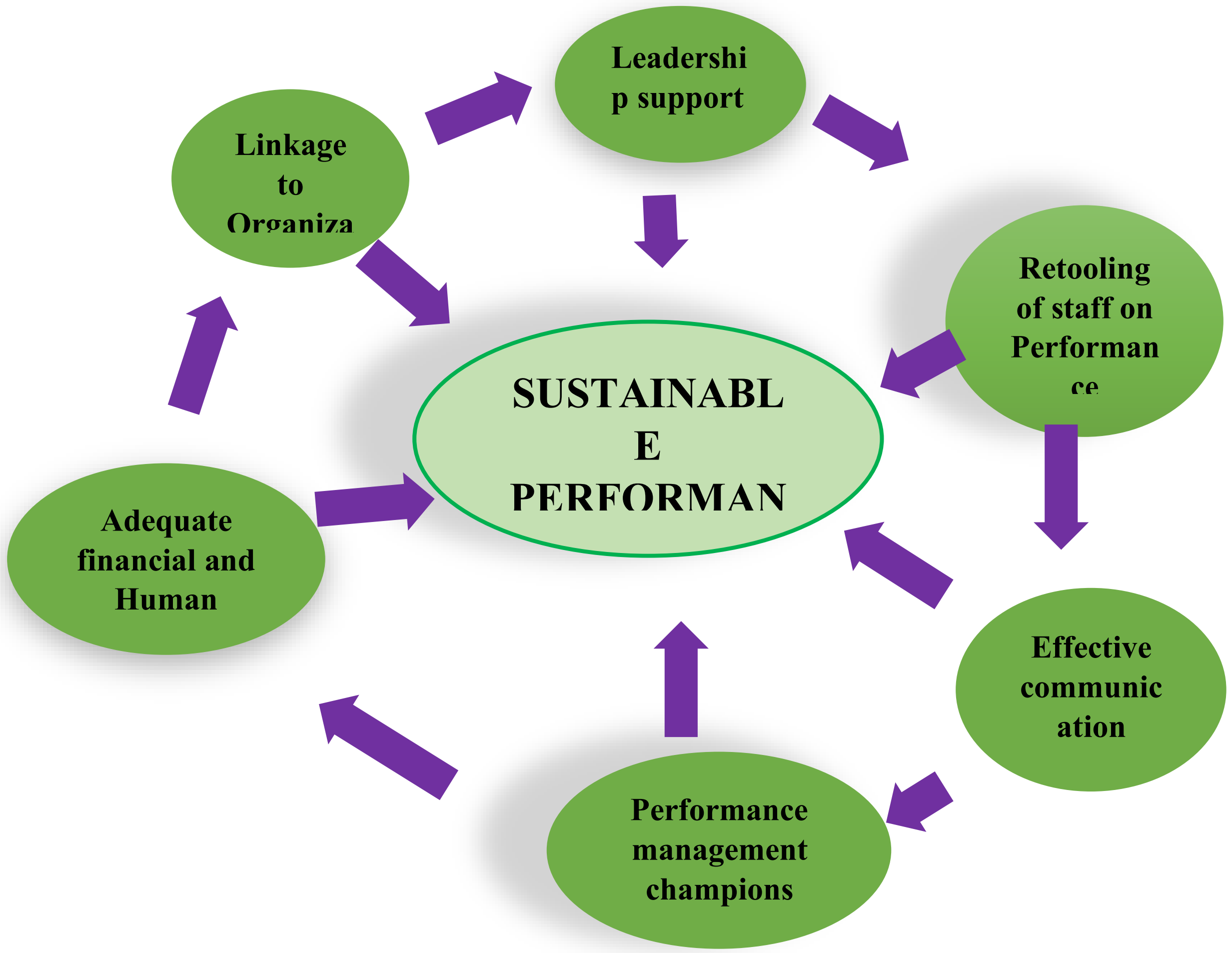
iv. **Adequate financial and Human resources**. Performance management results in greater efficiency and more effective use of resources in the long run, but it requires an upfront investment of resources for implementation;

v. **Retooling of staff**: County governments are required to build capacity on performance management through training, hiring, or developing in-house technical and other expertise; providing performance management tools to promote staff engagement and retention;

vi. **Effective communication strategy**: Communication is a critical component for sustainable performance management. The strategy shall enable all parties to gain understanding and build and maintain support; and

vii. **Linkage to Organizational Strategy:** The framework should directly support the County Government's vision, mission and strategic objectives. Further, cascading of performance contracts, ensuring all efforts contribute to the broader vision.

*Figure 3: **Strategies on county governments Performance management sustainability***



ANNEX I: IMPLEMENTATION ROADMAP

S/No	Key focus area	Objective	Key activities	Key performance indicator	Responsibility		Timelines
					Lead	Support	
1	Framework roll-out	Ensure uniformity and standardization in performance management	Sensitize county governments on the framework	-No. of county governments sensitized No. of county governments implementing framework across departments	CoG	· PSPMU · PSC · SDD · CASB · CAF · SOCATT	By April 2026
2	Institutionalization of Performance Management	Strengthen institutional framework and accountability	Operationalize County Integrated Performance Management Committee	No. of county governments with functional County Integrated Performance Management Committees	Governor	· CECM-PM · CEC · CPSB	By June 2026
			Align performance management to county government plans for execution	-No. of county governments with aligned performance management plans -No. of county governments implementing performance management plans	CECM-PM	· CPSB · CECMs	By July 2026

S/No	Key focus area	Objective	Key activities	Key performance indicator	Responsibility		Timelines
					Lead	Support	
			Develop and implement performance management plans	No. of county governments implementing PCs and SPAS	Governor	· CECM-PM · CEC · CPSB	Continuous
3	Skills and Competence Development	Enhance skills and competence on performance management	-Undertake skills assessment/audit for performance Management -Provide technical support on performance management -Undertake peer learning and knowledge sharing	No. of county governments with skilled staff on performance management	CECM Responsible for PM	· COG · PSC · CPSB · PSPMU · SDD	Continuous
4	Citizen engagement	Enhance accountability, Transparency and Citizen Engagement	Create awareness on citizen feedback mechanisms on performance management	No. of County governments with functional citizen feedback mechanisms	CECM Responsible for Public Participation	· All CECs · County Assemblies · CSOs	Continuous
5	Tracking, monitoring & reporting	Strengthen monitoring and Reporting	Conduct monitoring and prepare performance reports within stipulated timeframe	Timely submission of performance reports	CECM Responsible for PM- Lead	· CO · Directors	As and when required

S/No	Key focus area	Objective	Key activities	Key performance indicator	Responsibility		Timelines
					Lead	Support	
6	Review of the performance management framework	To align the framework with the emerging performance management trends	-Undertake review of the framework -Roll out of revised IPMF	Revised IPMF	CoG	· PSPMU · PSC · SDD · CAF · SOCATT	By June 2029
7	Automation of PMS	To enhance efficiency and effectiveness of performance management	Automate and roll out of performance management system	No. of county Governments with automated PMS platforms	CoG	· PSPMU · PSC, · SDD · Ministry Responsible for ICT · County Governments · CAF · SOCATT	2026-2027

ANNEX II: TEMPLATE FOR DEVELOPING COUNTY GOVERNMENT'S DEPARTMENTAL CONTINUOUS IMPROVEMENT PLAN

CONTINUOUS IMPROVEMENT PLAN FOR INSTITUTION/DEPARTMENT ……...FOR THE FY ……

Strategic Objective(s) from Strategic Plan:………………………………

Linked Performance Indicator from the PC:…………………..

S/No.	Identified Improvement Area *(Brief description of the process, system, or service requiring improvement)*	Improvement Objective *(What the improvement seeks to achieve)*	Improvement Actions *(List specific actions or initiatives to be undertaken)*	Performance Indicators and Targets *(Define measurable indicators and expected targets)*	Responsible Officer / Unit *(Name and designation)*	Required Resources *(Financial, human, technical, or other resources)*	Implementation Timeline *(Start date – End date)*	Monitoring and Reporting Mechanism *(How progress will be tracked and reported)*	Expected Outcomes *(Short- to medium-term results)*	Remarks / Lessons Learnt *(To be completed during or after implementation)*
1										
2										
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