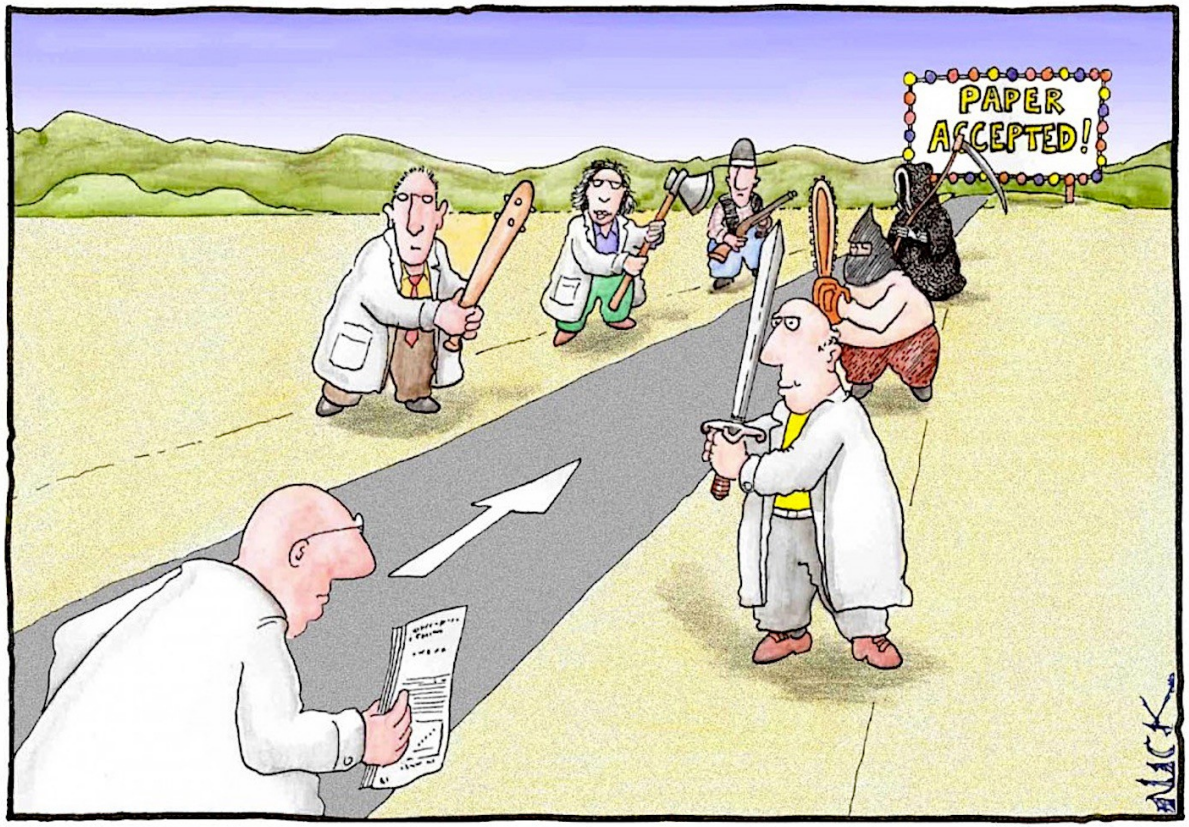
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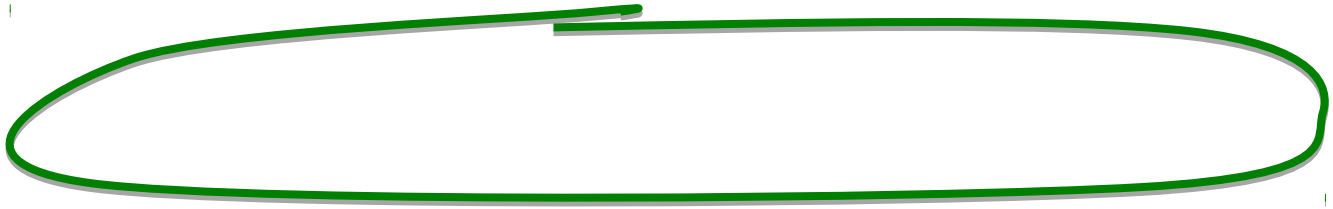
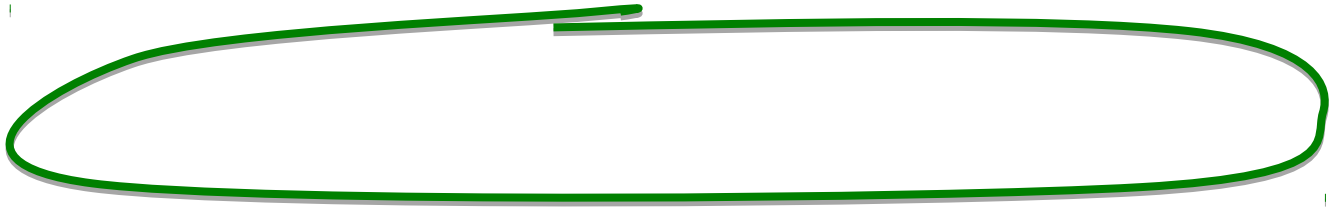


Section 1	Financial and Non-financial Indicators
Section 2	Detailed Write up on each of the financial and non-financial indicators
Section 2.1	Background
Section 2.2	Measurement and data source
Section 2.3	Associated Risk
Section 2.4	Evaluation methodology



Target output
2800 million
800 million
7.6%

Target output
>= 3.65
99.9%
>= 4.80

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Target output
Master plan endorsed by the Board
>= 45%
<= 5%

Target output
10 in specified locations
Full implementation

Target output
2800 million
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7.6%

Target output
>= 3.65
99.9%
>= 4.80

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Target output
Master plan endorsed by the Board
>= 45%
<= 5%

Target output
10 in specified locations
Full implementation

Target output	Wt in %
2800 million	10%
800 million	8%
7.6%	7%

Target output	Wt in %
>= 3.65	10%
99.9%	8%
>= 4.80	7%

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Target output	Wt in %
Master plan endorsed by the Board	7%
>= 45%	5%
<= 5%	3%

Target output	Wt in %
10 in specified locations	5%
Full implementation	5%

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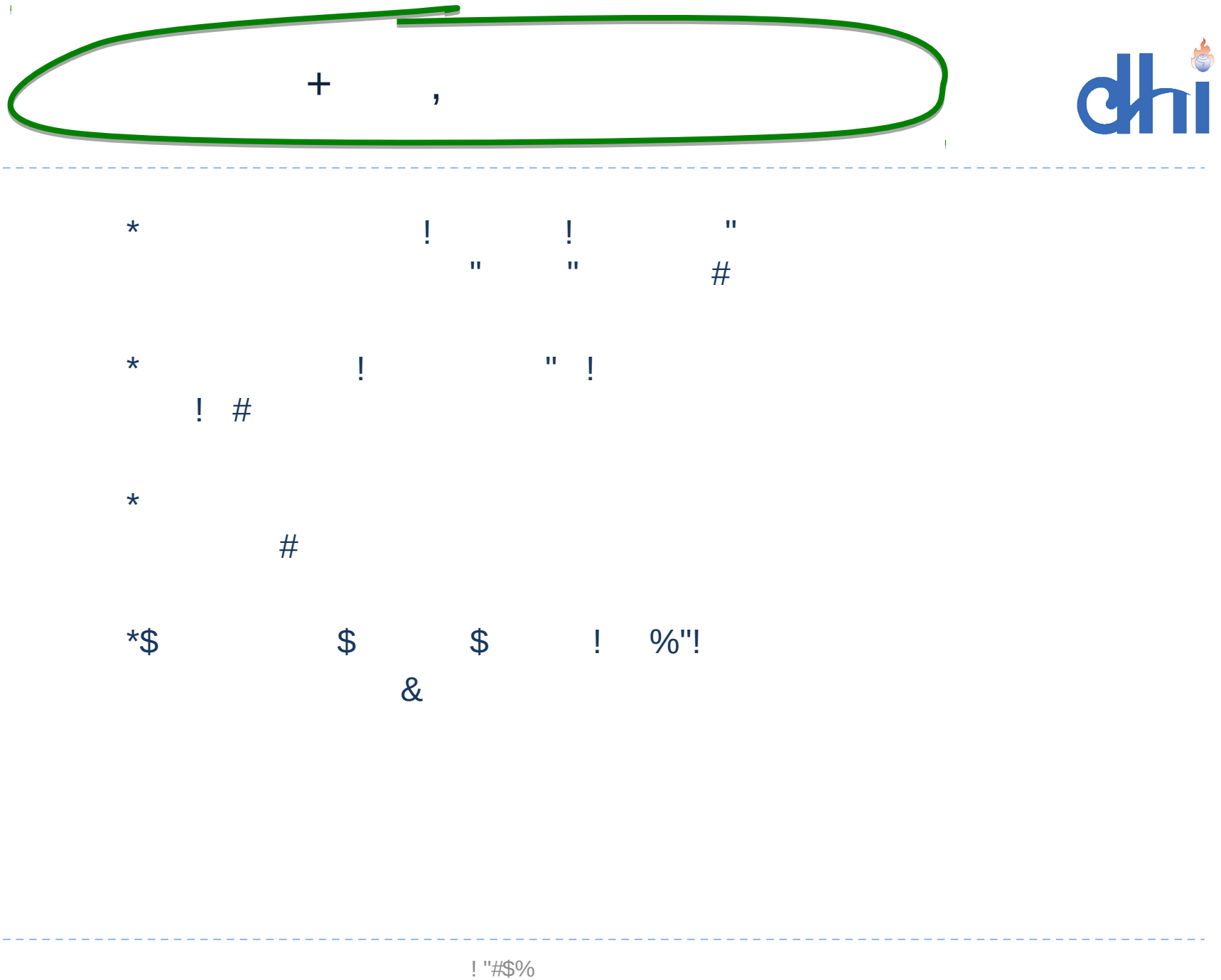

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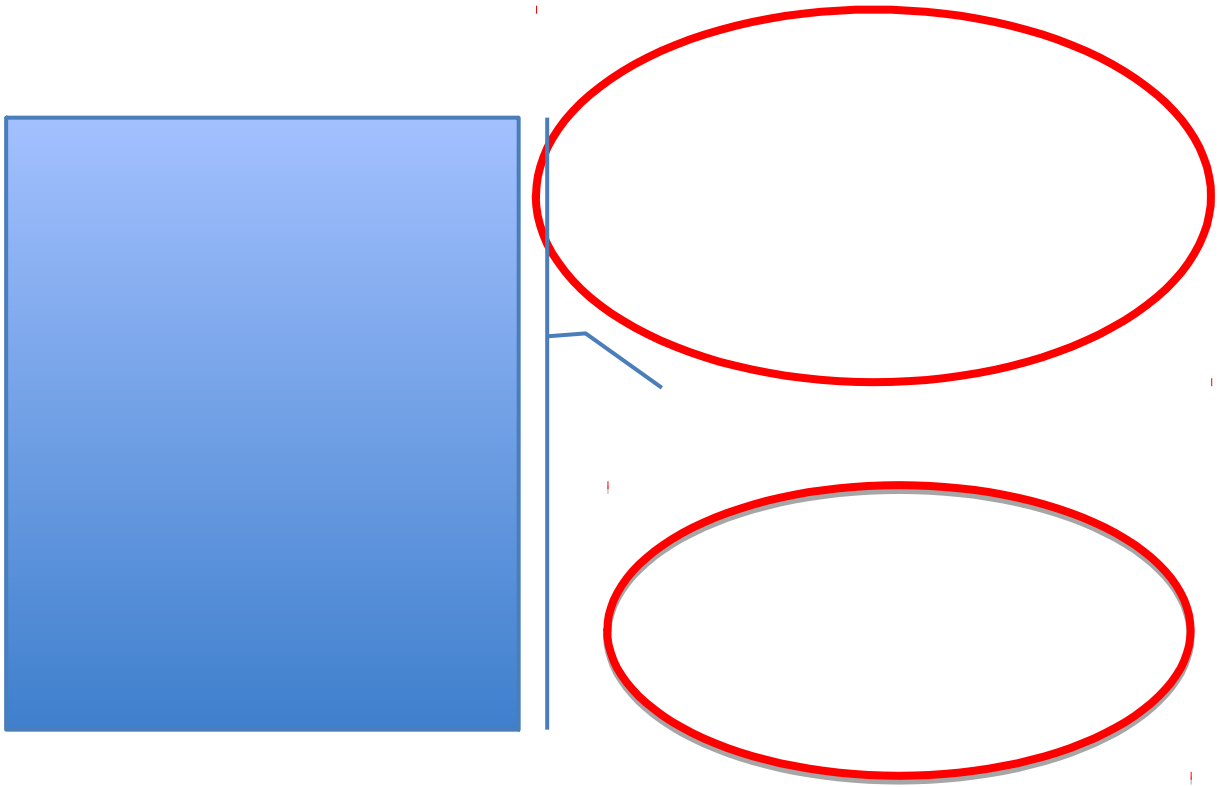

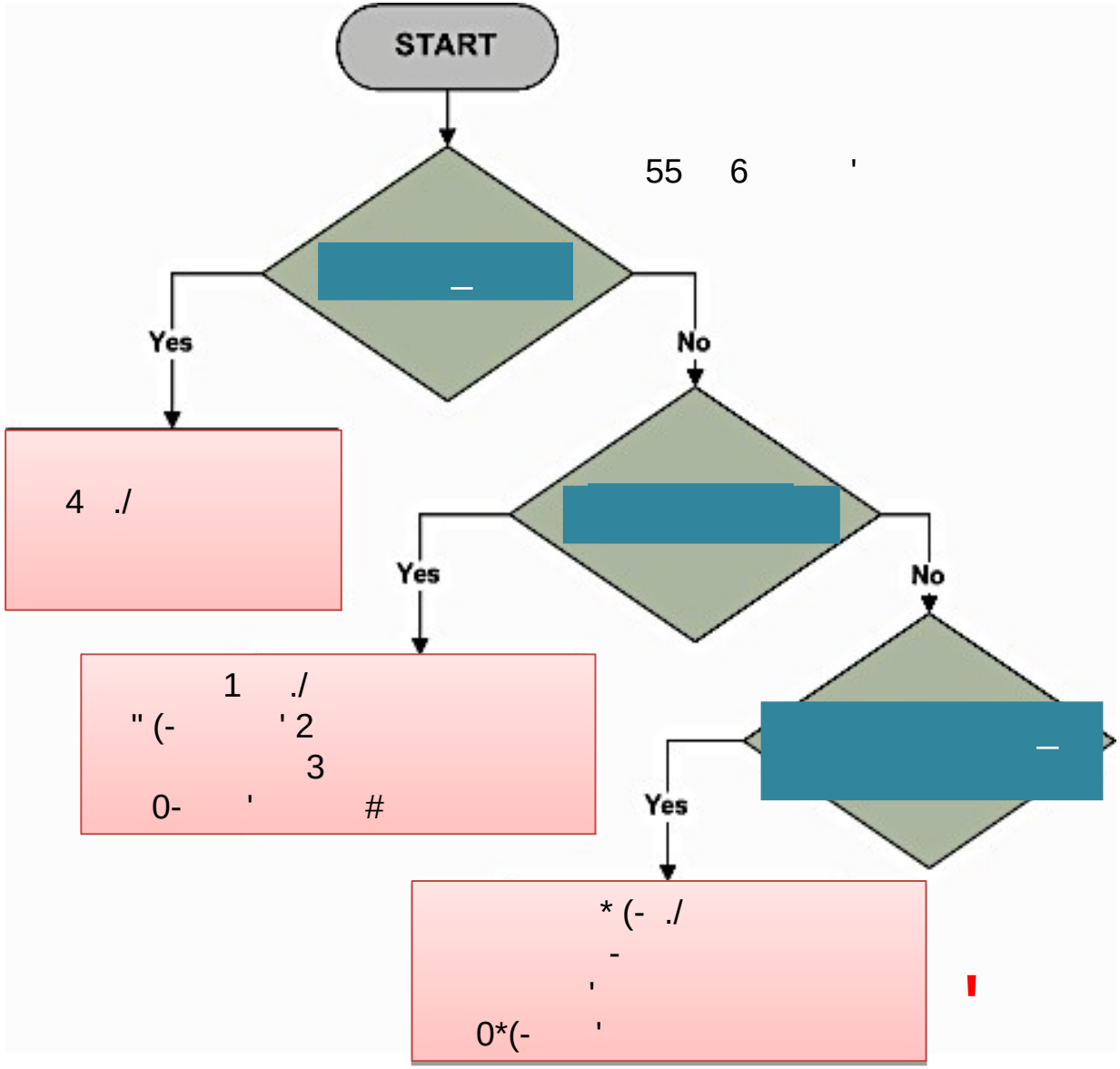
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Table 1:

Adoption and Use of Results Oriented Management/Performance Management Systems in Africa

COUNTRY NAME		CATEGORY										
		National vision	National medium term development strategy	Medium term institutional strategic plan	MTEF	Annual institutional plans	Institutional Performance contracting	Monitoring implementation	Measuring results at Institutional level,		Measuring results at individual level	Rewards and sanctions
									outputs	**outcomes**		
1	Algeria	–	–	–	–	–	×	–	–	–	–	–
2	Angola	√	√	√	√	√	×	√	√	×	√	×
3	Benin	√	√	√	√	√	×	√	√	×	√	×
4	Botswana	√√	√√	√√	√√	√√	√	√√	√√	√√	√	√
5	Burkina Faso	√	–	√	√	√	×	√	√	–	√	×

6	Burundi	√	–	–	–	–	×	–	–	–	–	×
7	Cameroon	√	√	√	√	√	×	–	√	–	√	×
8	Chad	√	√	–	–	–	–	–	–	–	–	–
9	Cape Verde	√	–	√	–	√	×	–	√	–	√	–
10	CAR	–	–	–	–	–	×	–	–	–	–	–
11	Comoros	√	–	–	–	–	–	–	–	–	–	–
12	Congo (DRC)	–	√	–	√	√	×	–	√	–	–	×
13	Congo (Brazzaville)	√	–	–	–	–	–	–	–	–	–	–
14	Côte d'Ivoire (Ivory Coast)	√	√	–	–	–	×	–	–	–	–	–
15	Djibouti	√	√	√	√	√	×	√	√	–	√	×
16	Egypt	√	x	x	–	x	x	–	–	–	–	–
17	Equatorial Guinea	–	–	–	–	–	–	–	–	–	–	–

18	Eritrea	√	–	–	–		–	–	–	–	–	–
19	Ethiopia	√	√	√	√	√	–	√	√	×	√	×
20	Gabon	√	–	–	–	–	–	–	–	–	–	–
21	The Gambia	√	√	√	√	√	×	√	√	–	√	×
22	Ghana	√√	√√	√	√	√	×	√	√	√	√	×
23	Guinea	√	–	–	–	–	–	–	–	–	–	–
24	Guinea- Bissau	√	–	–	–	–	–	–	–	–	–	–
25	Kenya	√√	√	√	√	√√	√√	√√	√√	√√	√	√√
26	Libya	√	–	–	–	–	–	–	–	–	–	–
27	Lesotho	√	√	√	√	√	×	√	√	×	√	×
28	Liberia	–	–	–	–	–	–	–	–	–	–	–
29	Madagascar	√	–	–	–	–	––	–	–	–	–	–
30	Malawi	√	√	√	√	√	×	√	√	×	√	×
31	Mali	√	–	√	–	√	×	√	√	×–	–	×
32	Mauritania	–	–	–	–	–	–	–	–	–	–	–
33	Mauritius	√	√	√	√	√	×	√	√	√	√	×
34	Morocco	–	–	–	–	–	–	–	–	–	–	–
35	Mozambique	√	√	√	√	√	×	√	√	√	√	×

36	Namibia	√	√	√	√	√	×	√	√	×	√	×
37	Niger	–	–	–	–	–	–	–	–	–	–	–
38	Nigeria	√	√	√	√	√	×	√	√	–	√	×
49	Rwanda	√	√	√	√	√	√	√	√	×	√	×
40	Sao Tome and Principe	–	–	–	–	–	–	–	–	–	–	–
41	Senegal	√	√	√	√	√	×	√	√	×	√	×
42	Seychelles	√	√	√	√	√	×	–	√	×	×	×
43	Sierra Leone	√	√	√	√	√	×	–	–	×	√	×
44	Somalia	×	×	×	×	×	×	×	×	×	×	×
45	South Africa	√	√	√	√	√	√	√	–	√	√	×
46	Sudan	–	–	–	–	–	–	–		–	–	–
47	Swaziland	√	√	√		√	×	√	–	–	√	–
48	Tanzania	√	√√	√√	√√	√	×	√	√	×	√	×
49	Togo	–	–	√	√	–	×	√	√	×	–	×
50	Tunisia	–	–	–	–	–	–	–	–	–	–	–
51	Uganda	√	√	√	√	√	×	√	√	×	√	×
52	Western	–	–	–	–	–	–	–	–	–	–	–

	Sahara											
53	Zambia	√	√	√	√	√	×	√	√	×	√	×
54	Zimbabwe	√	–	√	√	√	×	√	√	×	√	×

Notes:

The Table depicts the adoption of Results Oriented Management/Performance Management System related tools by African countries.

- The symbol (√) indicates the county has adopted the tool, while the (√√) symbol indicates the country has adopted and is using the tool intensively;
- The (×) symbol indicates the country has not adopted the tool; and
- The (–) symbol indicates that data/information is not available.

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Nakuru
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Kenya in 2002

- Economic growth rate: 2000 → **0.3;** 2001 → **0.1;** 2002 → **0.4**
- Below poverty line → 50%
- Unemployment → 40%
- Industrial growth → -0.70%
- GINI Index → 44.5%
- Weak commodity prices
- Low investment
- Lack of donor support

Poor Public Sector Performance

1. Public service regarded corporate governance as a private sector affair;
2. determination of performance was based on how well processes, activities & procedures were carried out;
3. Problem of lethargy and inefficiency;
4. Lack of accountability for results
5. Lost public trust, and
6. Even had problems with utilization of resources!

MINISTERIAL EXPENDITURES 2004/2005 (KSH MILLION)

No	Ministry/Dept	Actual Exchequer Funds released	Actual Utilised	% Actual Utilised	Actual Returned	% Actual Returned
1	National assembly	5,500	4,375	**80**	1,125	**20**
2.	DPM	2,157	1,306	**61**	851	**39**
3.	Planning and Natl. Devpmt.	2,138	1,471	**69**	667	**31**
4.	Regional Devpmt.	833	492	**59**	341	**41**
5.	Agriculture	6,570	3,084	**58**	2,766	**42**
6.	Local Government	7,240	3,954	**55**	3,286	**45**
7.	Transport	4,652	3,525	**76**	1,127	**24**
8.	Justice and Const. Affairs	2,472	992	**40**	1,480	**60**
9.	Fisheries and Livestock	3,332	2,095	**63**	1,236	**37**
10.	Co-operative Dev.	2,044	625	**31**	1,419	**69**
11.	East African Corporation	528	203	**38**	325	**62**
12	State Law Office	547	128	**23**	419	**77**
13	Trade & Industry	2,564	2,035	**79**	529	**21**

Explanation for Poor Performance

a. excessive state controls
b. multiple principles with multiple and sometimes conflicting objectives;
c. frequent political interference
d. poor management
e. outright mismanagement
f. poor political, economic and corporate governance

Performance Management, Measurement & improvement

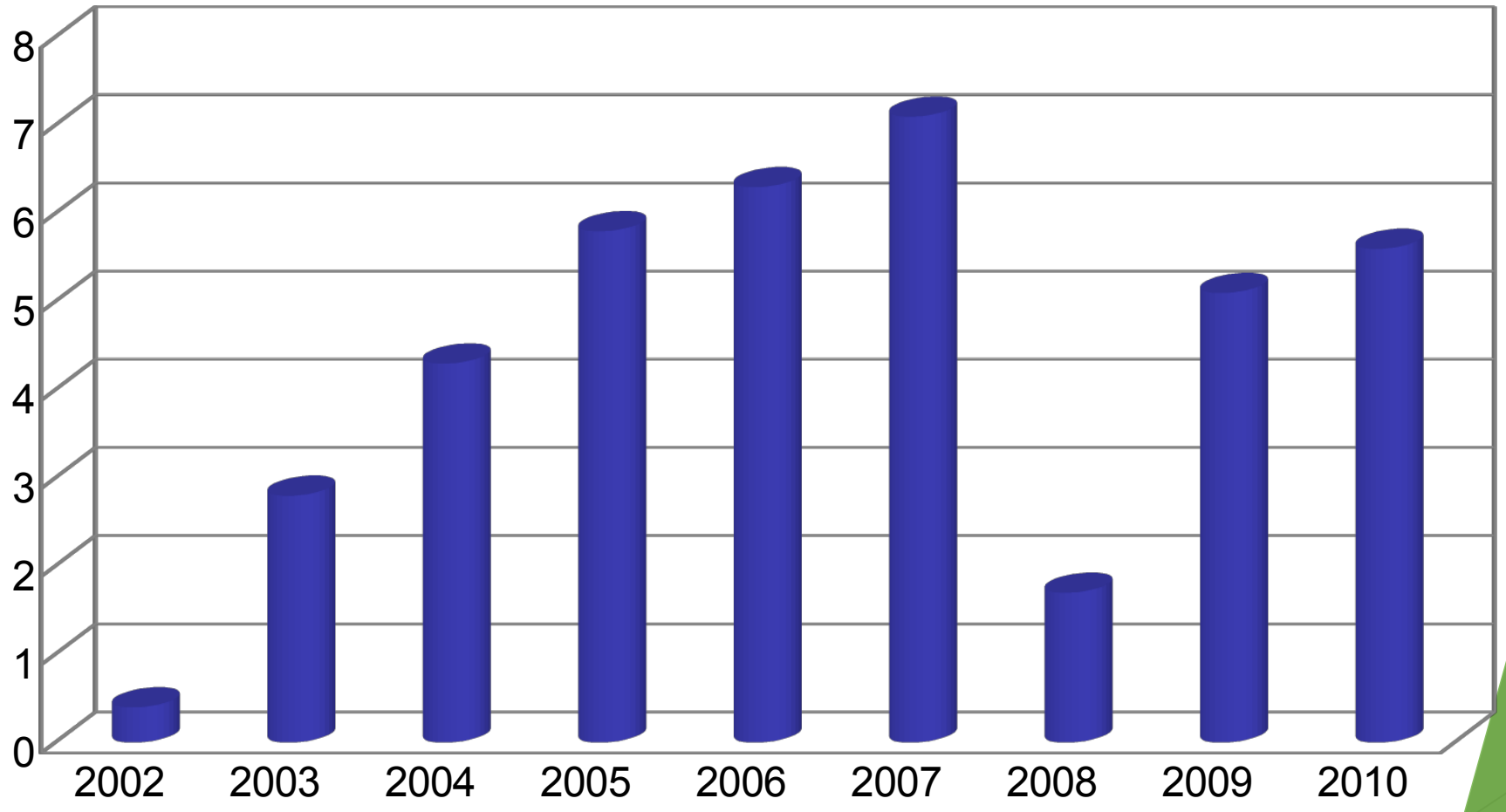
Performance Contracting

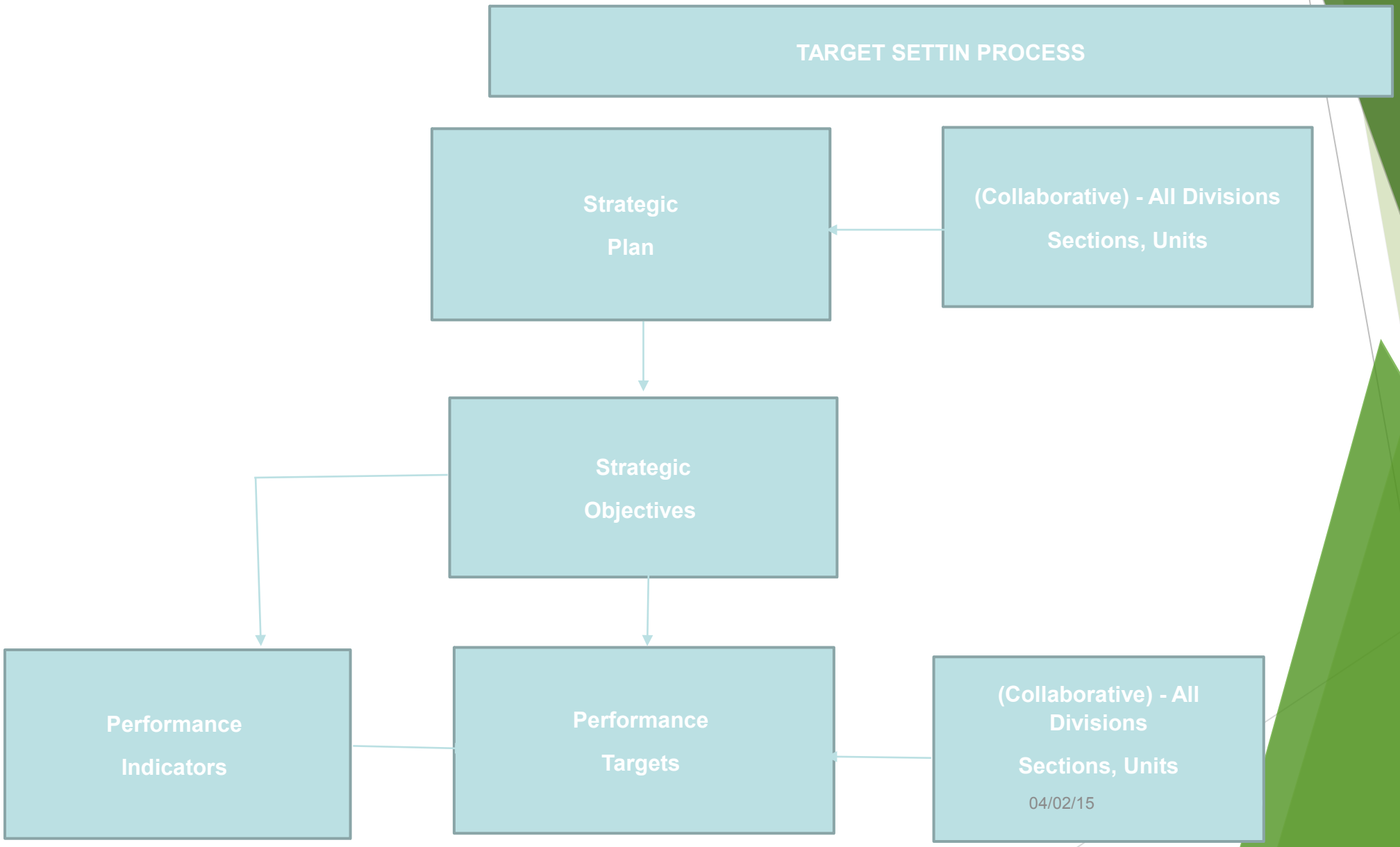
- 2003 – conceived in Economic Strategy for Wealth & Employment Creation (2003-2007)
- 1st October 2004 - Pilot group of 16 public enterprises signed
- August 2005 – evaluation of pilot group
- 2005 – expanded to all ministers & all public enterprises
- 2006 – expanded to local authorities &
- 2007 – expanded to tertiary institutions

Performance Contracting

- **Hub of system** → accountability for results thru measurement of performance.
- Computation of Composite Score
- 1st performance evaluation results released publicly by President in 2006.

REAL GDP GROWTH

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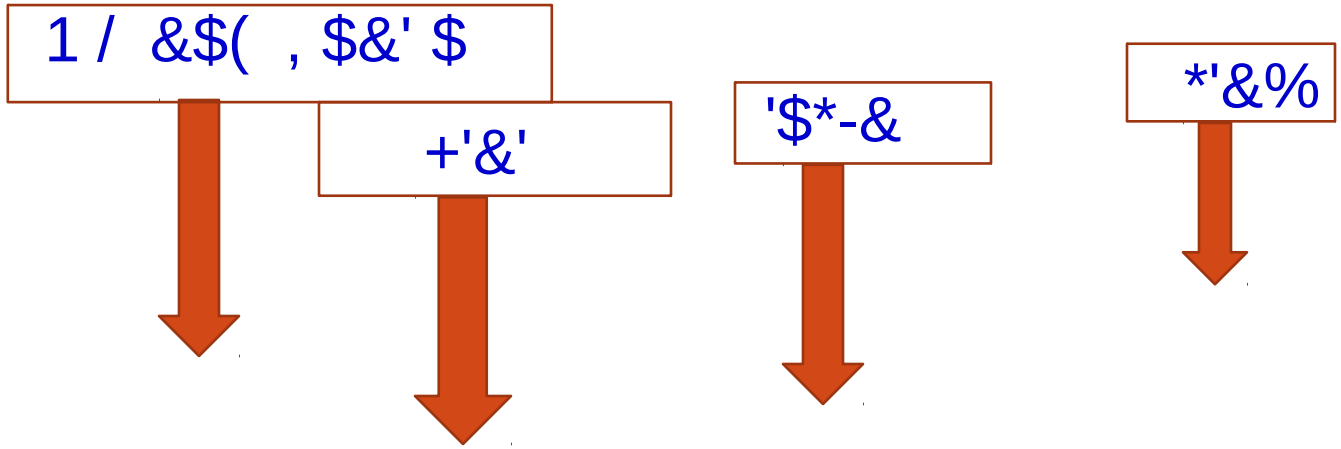
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