



# **KENYA SCHOOL OF GOVERNMENT**

## **PERFORMANCE CONTRACT**

**Between**

**DIRECTOR GENERAL**

**And**

**HEAD  
STRATEGY PLANNING AND PERFORMANCE  
MANAGEMENT**

**FOR THE PERIOD 1<sup>st</sup> JULY, 2025 TO 30<sup>th</sup> JUNE, 2026**

DIRECTOR GENERAL  
KENYA SCHOOL OF GOVERNMENT  
P.O. BOX 10000  
NAIROBI  
KENYA



## **PREAMBLE**

This Performance Contract (hereinafter referred to as “Contract”) is entered between the Kenya School of Government (hereinafter referred to as “KSG”) represented by Director General of P.O. Box 23030 - 00604 Nairobi (together with its assignees and successors) of the one part, and the Head of Department, Strategy Planning and Performance Management (hereinafter referred to as “HoD, SPPM”, together with its assignees and successors) of P.O. Box 23030 – 00604 Nairobi of the other part.

## **WHEREAS;**

The School is committed to ensuring that public offices are well managed and are cost effective in delivering quality service to the public in line with provisions of the Constitution of Kenya.

The purpose of this performance contract is to establish the basis for ensuring that efficient and effective services are delivered to Kenyans in line with the provisions of the constitutions and by requiring the HoD SPPM to adapt systems that enable innovativeness and adaptability of public services to the needs of users.

The Performance Contract therefore represents a basis for continuous performance improvement that meets the needs and expectations of the Kenyan people.

**Therefore,** the parties hereto agree as follows

## **PART I: Statement of Responsibility by the KSG Council**

The mandate of Kenya School of Government is Public Service transformation through inculcating public service values and ethics; enhancing transformative leadership, development of core skills and competencies for officers and cultivating a culture of results oriented service delivery in the public service.

It is our responsibility to provide the required leadership in designing suitable plans and strategies that will contribute to high and suitable socio-economic development. It is our undertaking to ensure that Kenya School of Government has a credible Strategic Plan and Performance Contract that will deliver the desired goals.

It is also our undertaking that we will perform our responsibilities diligently and to the best of our abilities to support the achievement of the agreed performance targets.

## **Part II: Vision Statement, Mission Statement and Strategic Objectives**

### **Vision**

Excellence in Public Service capacity development

### **Mission**

To build capacity of the Public Service by developing core, managerial and leadership competencies for quality public service

### **Strategic Objectives**

The School seeks to achieve the following strategic objectives

1. To develop competency in the public service
2. To enhance the quality and accessibility of capacity development programs
3. To offer expert consultancy services to support organizational development and reengineering
4. To Enhance evidence-based decision-making
5. To disseminate research findings
6. To strengthen corporate governance
7. To Enhance productivity through human capacity development and welfare improvement

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8. To modernize facilities
9. To Digitalize processes
10. To enhance the competitiveness of the School
11. To strengthen financial sustainability

### **PART III: Statement of Strategic Intent by KSG Council**

In carrying out our duties, we intend to put all our efforts towards contributing effectively and efficiently to the achievement of the national development agenda as espoused in the Kenya Vision 2030, keeping in mind the specific priorities of Kenya School of Government.

Bearing in mind the imperative of inclusivity, we will implement the following strategic intentions during the Financial Year:

1. Align KSG programs to Bottom Up Economic Transformation Agenda (BeTA);
2. Enhance partnership and collaborations;
3. Capacity building of KSG staff.

### **PART IV: Commitments and Obligations of the Government**

Acknowledgement of receipt of correspondences and approval of requests made are made within the timelines stipulated in the Citizen's Service Delivery Charter.

### **PART V: Reporting Requirements**

The HoD SPPM undertakes to submit quarterly reports at the end of each quarter and annual performance reports at the end of performance period to the Director General for the purpose of monitoring the progress of performance, and for annual evaluation of performance.

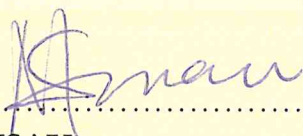
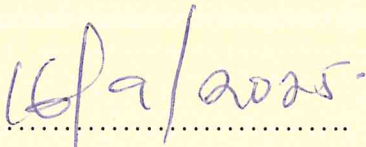
### **PART VI: Duration of the Performance Contract**

This Performance Contract will run for one financial year from **1st July, 2025** to **30th June, 2026**.

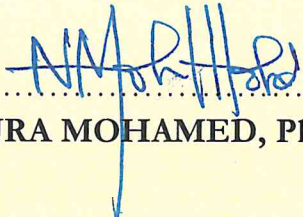
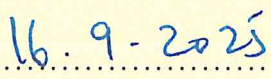
**PART VII: Signatories to the Performance Contract**

**SIGNED:**

**HEAD, STRATEGY PLANNING AND PERFORMANCE  
MANAGEMENT**

Signature:  Date:   
SUSAN MUSAU

**DIRECTOR GENERAL**

Signature:  Date:   
PROF. NURA MOHAMED, Ph.D., EBS

DIRECTOR GENERAL  
KENYA NATIONAL BUREAU OF STANDARDS  
P.O. BOX 30195  
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**ANNEX I: Performance matrix for Head, Strategy Planning and Performance Management (SPPM)**

	Performance Criteria Category	Unit of Measure	Weight %	Status in Previous FY (2024/2025)	Target (FY 2025/2026)
<b>A</b>	<b>FINANCIAL STEWARDSHIP AND FISCAL DISCIPLINE</b>				
	Cost Cutting Measures Implemented	%	5	100	100
	<b>Weight Sub Total</b>		<b>5</b>		
<b>B</b>	<b>CORE MANDATE</b>				
<b>B1.</b>	<b>Priority Projects Aligned to the Corporate Performance Contract</b>				
	1. Implementation of Citizens' Service Delivery Charter	%	10	100	100
	2. Productivity Improvement	%	5	100	100
	3. National Values and Principles of Governance	%	10	100	100
	<b>Weight Sub Total</b>		<b>25</b>		
<b>B2.</b>	<b>Priority Projects Aligned to the Strategy Planning and Performance Management Annual Work plan</b>				
	1. Departmental website and KSG Mobile App Maintained	%	5	100	100
	2. Performance Reports Prepared	%	5	100	100
	3. Corporate Annual Work Plan FY 2024/2025 Developed and Cascaded	%	8	100	100
	4. Corporate PC FY 2023/2024 Evaluation Coordinated	%	6	100	100
	5. Corporate PC FY 2024/2025 Developed and Cascaded	%	10	100	100
	6. Work environment and employee satisfaction surveys Conducted	%	5	N/A	100
	7. Customer satisfaction survey conducted	%	4	N/A	100
	8. Corporate Risk Management	%	5	N/A	100

	Performance Criteria Category	Unit of Measure	Weight %	Status in Previous FY (2024/2025)	Target (FY 2025/2026)
	9. Legal, Governance and Compliance Audit Undertaken	%	5	100	100
	10. Infrastructure upgraded	No	3	N/A	7
	11. Business Intelligence and Market Analysis Conducted	%	4	N/A	100
<b>B3</b>	<b>Institutionalize performance management culture at KSG</b>				
	<b>Weight Sub Total</b>		<b>60</b>		
<b>C</b>	<b>CROSS CUTTING ISSUES</b>				
	1. Implementation of Citizens' Service Delivery Charter	%	2	100	100
	2. Competence Development	%	2	100	100
	3. Quality Management System Maintained	%	2	100	100
	4. Risk Management Implemented	%	2	100	100
	5. Implementation of Presidential Directives	%	2	100	100
	<b>Weight Sub Total</b>		<b>10</b>		
	<b>Overall Total Weight</b>		<b>100</b>		

DIRECTOR GENERAL  
 MINISTRY OF GOVERNMENT  
 SERVICES  
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## ANNEX II: Description of Performance Indicators

Indicator	Unit	Notes	
<b>A. FINANCIAL STEWARDSHIP AND FISCAL DISCIPLINE</b>			
Cost Cutting Measures Implemented	%	The HoD SPPM will cut cost of operations in the following areas:	
		1. Sensitize all SPPM staff on prudent use of resources; and	<b>30</b>
		2. Share information through Departmental emails, Website and Google drive.	<b>70</b>
<b>B. CORE MANDATE</b>			
<b>B1: Priority Projects Aligned To The Corporate Performance Contract</b>			
1. Implementation of Citizens' Service Delivery Charter	%	The HoD SPPM commits to undertake the following towards implementation of the Citizens' Service Delivery Charter:	
		1. Review and Display the charter prominently in all blocks at the point of entry/ service delivery in both English and Kiswahili using the prescribed by September 30, 2025;	<b>10</b>
		2. Customize the Citizens' Services Delivery Charter to unique needs and convenient access of the customers by among others, translating to brail, providing mechanisms for sign language, providing audio recordings and uploading it on KSG online platforms by December 31, 2025.	<b>20</b>
		3. Sensitize 406 staff on the citizens' service delivery charter by March 31, 2026; and	<b>20</b>
		4. Ensure conformity with the commitments and standards in the Charter by establishing compliance to the commitment stipulated in the charter through undertaking quarterly monitoring, analysing and compiling compliance quarterly reports	<b>50</b>
2. Productivity Improvement	%	The HoD SPPM will ensure the school's productivity index improves from 2.388 to 3.0 by:	
		1. Sensitizing Staff on Productivity Improvement by December 31, 2025; and	<b>20</b>
		2. Consolidating Productivity Measurement Data	<b>80</b>

Indicator	Unit	Notes	
3. National Values and Principles of Governance	%	The HoD SPPM will submit in the prescribed format the Annual Report on Measures taken and Progress Achieved in the Realization of National Values and Principles of Governance to the Director General by June, 30 2025.	<b>100</b>
<b>B2. Priority Projects aligned to the Strategy Planning and Performance Management Departmental Work plan</b>			
1. Performance Reports Prepared	%	The HoD SPPM will prepare and submit: 1. Performance Contract quarterly reports; 2. Non-financial reports; 3. Annual Report FY 2025/2026; 4. Quarterly trend analysis reports; and 5. Annual BeTA Implementation Status Report.	<b>20</b> <b>20</b> <b>20</b> <b>20</b> <b>20</b>
2. Corporate Annual Work Plan FY 2025/2026 Developed and Cascaded	%	The HoD SPPM will: 1. Develop Corporate Annual Work Plan by July 31, 2025; 2. Cascade the Corporate Annual Work Plan to Directors' and Heads of Departments by September 30, 2025.	<b>50</b> <b>50</b>
3. Corporate PC FY 2025/2026 Evaluation Coordinated	%	The HoD SPPM will 1. Prepare PC evaluation checklist; by Jul 31, 2025 2. Consolidate Evidence; and 3. Coordinate Corporate PC Evaluation exercise.	<b>30</b> <b>30</b> <b>40</b>
4. Corporate PC FY 2025/2026 Developed and Cascaded	%	The HoD SPPM will: 1. Prepare draft Corporate PC by July 31, 2025; 2. Coordinate Corporate PC FY 2025/2026 negotiations, vetting and signing by September 30, 2025; 3. Undertake Directorates and Departments PC negotiations, and vetting by September 30, 2025; 4. Coordinate Directorates and Departments PC Signing by September 30, 2025; and 5. Prepare and submit PC evaluation checklist by September 30, 2025.	<b>20</b> <b>15</b> <b>35</b> <b>10</b> <b>20</b>

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Indicator	Unit	Notes	
1. Implementation of Departmental Citizens' Service Delivery Charter	%	The HoD SPPM will:	
		1. Review and display the departmental service charter prominently at the point of entry/service delivery points in both English and Kiswahili by December 31, 2024;	20
		2. Sensitize staff on the citizens' service delivery charter and train essentials of excellent customer service culture by March 31, 2025; and	20
		3. Monitor quarterly basis adherence of the commitments stipulated in the charter by establishing compliance mechanisms, maintaining records on number of customer requests, number of customers served, customer feedback and service turnaround time using the prescribed format.	80
2. Competence Development	%	The HoD SPPM will implement competence development by:	
		1. Setting individual employee annual targets and complete staff performance appraisal by July 31, 2024	30
		2. Undertaking Staff Performance Appraisal for all employees and compile the appraisal report for the FY 2023/2024 by August 31, 2024; and	50
		3. Implementing recommendations emanating from the staff appraisal reports by December 31, 2024.	20
3. Quality Management System maintained	%	The HoD SPPM will:	
		1. Review the procedure manual and standardise all operating forms by December 31, 2024; and	50
		2. Sensitize all staff in the department on Quality Management System by June 30, 2025.	50
4. Risk Management Implemented	%	The HoD SPPM will:	
		1. Maintain Departmental Risk Register; and	60
		2. Implement Risk Mitigation Strategies.	40

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