

THE PERCEPTION OF KENYAN CITIZENS ON IMPROVEMENT OF PUBLIC SERVICE DELIVERY SINCE THE IMPLEMENTATION OF PERFORMANCE CONTRACTS IN KENYA

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The main objective of the study was to establish the perception of Kenyan citizen's on improvement of public service delivery since the implementation of performance contracts in Kenya. The accessible target population comprised of Kenyan citizens residing in Nairobi County. The researcher targeted respondents from the state corporations, government ministries and local government. Results confirm that there is a significant improvement of service delivery interns of: Accountability and transparency in service delivery and the utilization of resources and deliver quality and timely services to the citizens since the implementation of performance contract in Kenya. On the other hand other measures of service delivery were rated poorly, that is, there is no significant improvement of service delivery in terms of Productivity in order to maximize shareholders, Reduce or Eliminate reliance on the Exchequer and Autonomy to Government Agencies since the implementation of performance contract in public sector.

Key Words: Perception, Kenyan citizen, Public service delivery, implementation, performance contracts, Kenya

INTRODUCTION

In Kenya Performance contracting was hailed as cure of broader public sector reforms aimed at improving efficiency and effectiveness in the management of the public services (OCED, 1999). African association for public administration and management (AAPAM, (2005) observed that the primary development goal for any country is to achieve broad-based, sustainable improvements in standards of the quality of life for its citizen. The public sector has been subjected to criticism at one point in time or other for, among others, red tape, lack of flexibility, ineffective

accountability and poor performance. Many contributors in knowledge in public management observe that critics have paved the way for administrative reforms and reorganizations seeking to address various administrative ailments and enhance the efficiency and performance of public bureaucracies (Hood, 1991; Jones, 1991; Pollitt And Harrison, 1992; Osborne And Gaebler, 1993). With changes in time, reforms have always been seen and applied as a means to bring about desired changes in administration and improve its capacity as well as performance. The government's commitment to improve

performance, corporate governance and the management of the public service through performance contracting is outlined in the economic recovery strategy for wealth and employment creation (2003-2007, (GOK) (2005). Further Kenya's vision 2030 recognized performance contracting among the key strategies to strengthen public administration and improve on service delivery. The strategies will focus on deepening the use of service charters as accountability tools entrenching - performance as a culture in the public service governments of Kenya (GOK, (2007).

Among key developments which are indicative of a paradigm shift towards world class excellence, the government has fully embraced the performance management technique and considered the major drivers of change including but not limited to: ISO certification of public corporations including ministries, launching of the Strategic Plan, signing Performance Contracts with all ministries to monitor performance. These, among other developments continue to play a central role in propelling the government towards realizing its vision 2030 of transforming Kenya into a, "middle-income country providing a high quality life to all its citizens by the year 2030".

Since its introduction performance contracting in 2004, when only a few State Corporations were participating, Performance Contracting is now being implemented in a majority of Ministries, Departments and Agencies (MDAs). The decision to extend its coverage to all MDAs was as a result of the benefits that were beginning to be manifest in participating institutions through improved administrative

and financial performance as well as improved service delivery. Ministries were for the first time being required to work towards set targets, draw out service charters with their clients and benchmark their performance with the best in the world. The results of these efforts were so significant that they won international recognition with various African countries wishing to learn from Kenya's experience (GOK, 2010).

Although Performance Contracting has had these successes, it has also experienced some challenges. A major activity of the Performance Contracting exercise, at least from the view-point of the public, is the public announcement of the performance results of MDAs by H.E. the President and the Rt. Hon. Prime Minister.

Over the last three periods of performance contracting, the public has raised dissatisfaction on the results as they do not relate to performance (service delivery) on the ground as perceived and received by the public. The dissatisfaction with the performance results was not only limited to members of the public. Ministries, Departments and Agencies have also challenged the announced results. Indeed, the public outcry over the results became so strong that the results for 2007 was never released (GOK, 2010).

The Government recognizes the usefulness of Performance Contracting as a tool for improved service delivery. However, in view of the apparent mismatch between the results generated by the Performance Contracting tool and the reality on the ground, the Rt. Hon. Prime Minister of the

Republic of Kenya appointed and commissioned a Panel of Experts on 6th May 2010 to review Performance Contracting and Evaluation in the Public Service with a view to making appropriate recommendations to Government for improving the system.

The specific Terms of Reference (TOR) for the Panel were to review the design of the performance contracting system applied since 2004, review the design of performance contracting process, review the performance contracting evaluation system (ibid, 2010).

Public Sector Reforms in Kenya

After independence in 1963 the Kenyan governments' participation in commercial activities, like in any other countries, grew rapidly with proliferation of several state owned enterprises in various sectors. This was deliberate policy initiative stated in sessional paper no.10 of 1965 on "African socialism and its application to planning in Kenya" which set agenda for greatly expanded government intervention. The growth in the number of state corporations in such sectors as commerce, industry, tourism, construction, insurance and banking was a means to achieve strategies for development and regional balance and attaining greater public control of the economy the number of commercially-oriented state –owned enterprises raised by the mid (PSCGT, 2002).

Comprehensive reviews of the performance of state corporations subsector were carried out in 1979 (the report on the review of statutory board) and 1982 (the report of the

working party on the government expenditure). These report pointed out that the growth in the public enterprise sector had not been accompanied by development of efficient systems to enable the sector play its role efficiently. Prolonged inefficiency, financial mismanagement, waste and malpractices were evident in many state owned enterprises.

The 1982 Report of the working party on government expenditures concluded that productivity of the state owned corporations was very low while they continued to absorb an excessive portion of the budget, becoming a principal cause of long-term fiscal problem. There has been general perception that performance of the public sector in general and government agencies in particular has consistently fallen below the expectation of the public. The poor performance of the public sector has hindered realization of sustainable economic growth. According to GOK (2005a,b) the problems that have inhibited performance in the public service in Kenya includes excessive regulations and controls, frequent political interference, multiplicity of principals with multiplicity of objectives which are sometimes in conflict, and outright management.

To improve performance, the government has applied a number of different approaches overtime. Some of the approaches undertaken in the 1990s addressed privatization of public enterprises, staff rationalization including Right sizing in public agencies, restructuring of the public sector, performance improvement programs such as service delivery survey, procurement reforms, integrated financial management

regulations and computerization. Nyamache (2003) reviewed some of these reforms and in his opinion, limited success was achieved. GOK (2005a,b) attribute this limited success to lack of the critical ingredients of performance improvements systems namely, performance information systems, comprehensive performance and performance incentive system.

The reforms undertaken above are largely input or compliance based and though they exhibited limited success, they established a firm foundation for result-based management system. Performance contracting has now been hailed as part of the wider public sector reforms aimed at improving performance, corporate governance and management of the public sector in Kenya (GOK, 2003).

Performance Contracting in the State Corporations in Kenya

Performance contracting was first introduced in Kenya in 1989 when a memorandum of understanding(MOU) was signed between the ministry of communication and the Kenya railways corporations to satisfy one of the conditions for the second world bank railway project (UN, 1995). In the 1990 the government formally approved introduction of performance contracts in the management of the public agencies vide cabinet memorandum No.CAB (90) 35 OF 3rd may, 1990 (GOK, 2005b).

The second Parastatal to sign a performance contract was the national cereals and produce board (NCPB) in November, 1990 (UN,1995a). The UN observes that both the Kenya Railways and the National Cereals

and produce boards performance contract eventually failed for following reason:-

Lack of political good will to drive this process as it was perceived to be donor driven, The performance contracts did not conform to the three sub-systems of Performance contracting as they lacked the performance incentive system; and there was no provision for the impact of the external factors such as changes in GOK policy, inflation and exchange rate fluctuations that would have the evaluation fair to the management and nation.

In view of the continued poor performance of the public sector, the government decided to introduce performance contracting in 2003 (GOK, 2005 a, b). This policy commitment was contained in the Economic Recovery Strategy (ERS) Paper For Wealth and Employment Creation (2003-2007). The change of political regime in 2002 and the subsequent launch of the Economic Recovery strategy for Wealth and Employment Creation (ERS) in 2004 marked a watershed for ushering in the second generation reforms. A new government, elected on a platform of change, pledged to pursue a national development strategy that sought to instill rapid and sustained economic growth and reduce the high incidence of poverty through wealth and employment creation. This strategy was to be implemented by:

- (a) Creating a competitive market conditions for private sector led growth;
- (b) directing resources towards wealth and employment creation;

(c) Supporting both effective and efficient public sector performance and service delivery. (GOK-ERS 2004).

The institutional frame work for performance was put in place in August 2003 when the government appointed the performance contracts steering committee (PCSC) under the office the President to spearhead the introduction and implementation of performance contracts. This was followed by the issuing of Legal notice No. 93, the state corporations (performance contracting) regulations, 2004, in August 2004. A performance contract was introduced on Pilot basis in sixteen state corporations in 1984. The concept of performance contracting was extended to cover all other state corporations, in 2005 including five major local authorities namely, the City Council of Nairobi, And Municipal Councils of Mombasa. Kisumu, Nakuru and Eldoret and Kenyatta National Hospital. Most of the remaining local authorities signed performance contracts in 2006.

Public Sector Management Reform

Performance contracting is one of the many public sector management reforms that have emerged over the time. Many management practitioners and academics are in agreement that the period since the 1970's has witnessed substantial changes in public management in both developed and developing economies (hood,1991;Osborne and Gaebler,1993;Flynn, 1997,Larbi, 1999;Pollitt and Bouchaert,2000;Gaspler,2002;Owusu, 2005; Sarker, 2006).In the period prior to the 1970s the public management was

characterized by well defined bureaucratic administrative structures which took root during the indoctrination period. The interventionist character of government was quite evident in production, provision and regulatory activities. The features of this interventionist state were clearly set out by max weber with strong support by other scholars (Osborne and Gaebler, 1993;Sarker,2006).According to Osborne and Gaebler, the Weberian model was suitable during the industrialization period which was characterized by relative stability in macro-economic environment. Over time governments started feeling rising expectations and demand for services, inflexibility of the old bureaucratic administrative systems and the rapidly changing information-rich, knowledge-intensive society (Flynn, 1997).

From the 1970s the public sector has been the subject of widespread criticism. The criticism has been focused on fiscal crises in governments, Inefficiency, red tape, impervious bureaucracy, ineffective accountability and general poor performance in different arenas. In addressing these shortcoming, the global arena has witnessed a wave of public sector management reforms that have swept through developed, transitional and developing countries .most of these reforms are ideas that have been developed by famous management consultants are in the form of consultants (Osborne andGaebler,1993).The reforms espoused by those management consultants are in the form of deliberate changes to the structures and processes of public sector organizations with the objective of getting

these organizations to run better. These reforms resulted from the need to focus on outcomes rather than inputs and processes which were akin to the public administration models (Hood, 1991).

The public management reforms then started emerging which were intended to improve the quality of public services through enhanced efficiency and effectiveness. The emerging management practices and techniques were conventionally labeled as the new public management (NPM)(Hood,1991;ECA,2003).These have become a global phenomenon introduced either through internal self organization in the developed countries as a result of the crisis in the Keynesian welfare state , or through strong arm tactics imposed on less developed countries by the Bretton woods Institutions(international monetary fund and the world bank)through prescriptions for international financial assistance(world Bank, 1995).

NPM as a management culture shifts emphasis from traditional public administration to public management, pushing the state towards managerialism (Hood,1991;Larbi,1999;pollitt and Bouchaert, 2000;ECA, 2003).The management culture has provided for a future of leaner, faster-moving service delivery organization that are user responsive and outcome-orientated. NPM appears to lay claim to infinite reprogram ability (Hood, 1991).This doctrine is not prescriptive but rather a normative one that accommodates all ideas that contribute positively to improvements in public service delivery. The term NPM would otherwise be a misnomer, having been adopted since the 1980's.The term NPM therefore encompasses the public management

reforms that are targeted at improving the quality, efficiency and effectiveness of service delivery at the backdrop of cost savings (economies) in public expenditure.NPM captures the structural, organizational, and managerial changes taking place in the public sector. Management scholars and practitioners have proposed several NPM concepts including performance management, decentralization, contracting out, pay reforms and performance contracting (ECA, 2003).

Expected Outcome of Performance Contracting

The expectations of the performance contracting included: improved performance, decline in reliance on exchequer funding, increased transparency in operations and resource utilization, increased accountability of results, linking reward on measurable performance, reduced confusion resulting from multiplicity of objectives, clear apportionment of responsibility for action, improvement in the correlation between planning and implementation, creating a fair and accurate impression on the performance, greater autonomy and creation of enabling legal and regulatory environment (AAPAM,2006 pp 13). Other expected outcome include institutionalized performance-oriented culture in the public service, measure and evaluate performance and enhance performance of loss making government agencies (GOK,2005).

Performance based contracting encourages and promotes contractors to be innovative and find cost effective ways in delivering services, result in better services and performance, maximizes competition and

innovation, achieve cost savings, gives the contractors more flexibility in general to achieve the desired results, shifts risk in contractors so they are responsible for achieving the objectives, provides incentives to improve contractors performance and ties contractors to achievement, provides financial incentives for efficient use of resources, increases the likelihood of meeting missions needs, shows results more quickly, promise better outcomes, rewards good performance, encourages contractors to have buy in and shared interests, promotes the achievement of departmental outcomes, identify priorities areas and invest resources to maximize client outcomes and set ground work to evaluate programs and services(GOK,2005).

Performance contracting has induced the public service to become more oriented towards customers, markets and performance, without putting the provision of essential public services into jeopardy. The introduction of contracts and management by results to increase the performance as it emphasizes better the human resource management. Performance management strategies pursue three objectives namely; saving, internal management improvement and better accountability (OECD, 1997).

The expectation of introducing performance contracts in the Kenya include; Improved service delivery to the public by ensuring that top- level managers are accountable for results, reversing the decline in efficiency and ensuring that resources are focused on attainment of key national policy priorities of the government, institutionalized

performance oriented culture in the public service through introduction of an objective performance appraisal system, measure and evaluate performance, linking reward to measurable performance, facilitate the attainment of desired results, instill accountability for the results of the highest level in the government, ensure that the culture of accountability pervades all levels of the government and its employees in order to achieve agree target (kobia and mohammed, 2006).

In implementing performance contracts, the common issues that were being addressed include:

1. Improve performance to deliver quality and timely services to the Citizen.
2. Improve productivity in order to maximize shareholders wealth
3. Reduce or Eliminate reliance on the Exchequer.
4. Instill a sense of accountability and transparency in service delivery and the Utilization of Resources.
5. Give autonomy to Government Agencies without being subjected to the bureaucracies and Unnecessary Procedures.

Studies have been done on Performance Contracting both outside and within Kenya. Performance is now a common phenomenon around the world in both the developed and the developing countries, aimed at improving the performance of the public service. Implementation of performance contracting has been successfully in the OECD countries as attested by case studies done in Australia, Belgium, Canada,

Denmark, Finland, France, New Zealand Norway (OECD,1999) The OECD further states that successful implementation of the performance contract concept in Public enterprise has been achieved in the United kingdom, Germany, Spain New Zealand , Italy and the U.S.A. Korea and India too have successes in implementation of the PC concept (Trivendi, 1990).

Many studies have been done on contracting. The external studies and local studies did not address the Kenyans perception on improvement of service delivery since the implementation of performance contracts in public sector in Kenya. This therefore, creates a gap in knowledge since Over the last three periods of performance contracting, the public has raised dissatisfaction on the results as they do not relate to performance (service delivery) on the ground as perceived and received by the public. The dissatisfaction with the performance results was not only limited to members of the public. Ministries, Departments and Agencies have also challenged the announced results. Indeed, the public outcry over the results became so strong that the results for 2007 were never released. This study will therefore seek to bridge this knowledge gap by answering the following question. What are the Kenyan citizens' perceptions on improvement of

METHODOLOGY

This was a descriptive research design that sought to gain an in-depth understanding on the Kenyan citizen's perception on improvement of service delivery since the

service delivery since the implementation of performance contract in public sector?

Hypotheses

HO 1:

Delivery of quality and timely services to the Citizen influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

HO 2:

Elimination of reliance on the Exchequer influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

HO 3:

Autonomy to Government Agencies influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

HO 4:

Productivity in order to maximize shareholders, Reduce influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

HO 5:

Accountability and transparency in service delivery and the Utilization of Resources influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

implementation of performance contracting in public sector. Descriptive research attempts to provide a description of variables from members of the population. The researcher opted to use this kind of research considering the desire to acquire

first hand data from the respondents so as to formulate rational and sound conclusions and recommendations for the study. This research method is advantageous due to its flexibility; ease of use either qualitative or quantitative data or both and possibility of a greater options in selecting the instrument for data-gathering.

Table 1: Target Population

Category	Population	% of Population
State corporation	40	50
Government ministries	20	25
Local government	20	25
TOTAL	80	100

Primary data was collected. The main instrument for data collection was a questionnaire which was administered to the respondents. The questionnaire included matrix questions where the subjects used a Likert scale. The questionnaire was designed to address the research objectives. Correlation analysis (Pearson's coefficient of correlation) was used to establish relationships between variables. Dependent variable was rated Zero (0) for no improvement of service delivery since the implementation of performance contract in public sector and one (1) for improvement of service delivery since the implementation of performance contract in public sector. On the other hand predictor variables were rated

on likert scale of 1 to 5, a mean value of the statements relating to each predictor variable was computed. A multiple linear regression model was developed to describe the relationship between the dependent and

In this study, the accessible target population comprised of Kenyan citizens residing in Nairobi County. The researcher targeted respondents from the state corporations, government ministries and local government.

independent variable. The regression equation assumed the following form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_0$$

Where Y= Perception on improvement of service delivery since the implementation of performance contract in public sector,

X₁= Deliver quality and timely services to the Citizen

X₂= Productivity in order to maximize shareholders

X₃= Reduce or Eliminate reliance on the Exchequer

X₄= Autonomy to Government Agencies

X₅= Accountability and transparency service delivery and the Utilization of Resources

ϵ_0 = Extraneous variables not estimated by the equation.

β_i = Regression co-efficient where B_0 is the intercept

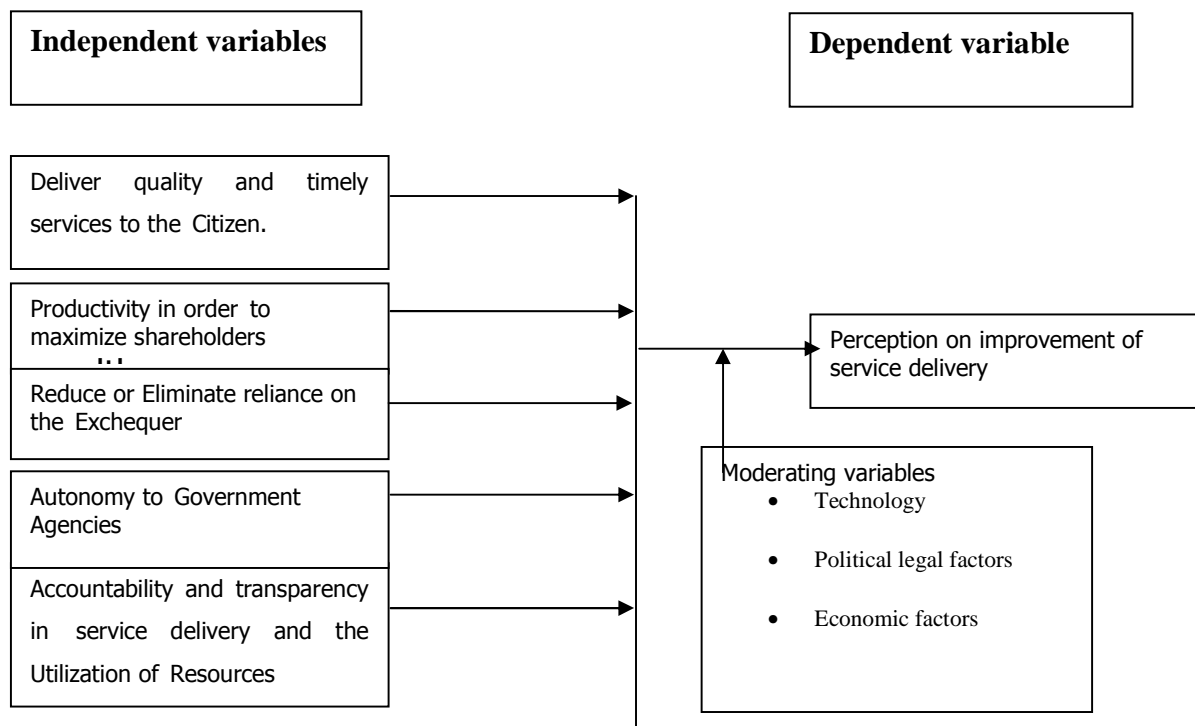


Figure 1: Conceptual Framework

Analysis and Interpretation

Rating of the measures of Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

The respondents were asked to rate the measures of Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector. The results are as shown in table 2 below.

Table 2: Rating of Kenyan citizens' perceptions on improvement of service delivery

Measures	There is significant improvement of service delivery since the implementation of performance contract in public sector in terms of	There is no significant improvement of service delivery since the implementation of performance contract in public sector in terms of
Deliver quality and timely services to the Citizen	60.00%	40.00%
Productivity in order to maximize shareholders	20.25%	79.75%

Reduce or Eliminate reliance on the Exchequer	30.40%	69.60%
Autonomy to Government Agencies	35.45%	64.55%
Accountability and transparency in service delivery and the Utilization of Resources	74.60%	25.40%

The finding above indicates variation on Kenyan citizens' perceptions on improvement of service delivery since the implementation. More specific, the respondents were of the opinion that there has been significant improvement of service delivery in terms of; Accountability and transparency in service delivery and the Utilization of Resources (74.60%) and deliver quality and timely services to the Citizen (60%) since the implementation of performance contract in public sector. On the other hand other measures of service delivery were rated poorly, that is, there is no significant improvement of service delivery in terms of Productivity in order to maximize shareholders, Reduce or Eliminate reliance on the Exchequer and Autonomy to Government Agencies since the implementation of performance contract in public sector.

High rating of both Accountability and transparency in service delivery and the

Utilization of Resources (74.60%) and deliver quality and timely services to the Citizen (60%) were as a result of government sensitization of performance contracting by office of the prime minister and public announcement of ranking of the ministries.

The rating of Deliver quality and timely services to the Citizen had a mean of 3.57 with a standard deviation of 0.325, Accountability and transparency in service delivery and the Utilization of Resources had a mean of 3.25 with a standard deviation of 0.415, Productivity in order to maximize shareholders had mean of 2.245 with standard deviation of 0.645, Reduce or Eliminate reliance on the Exchequer had a mean of 1.125 with a standard deviation of 0.015 and Autonomy to Government Agencies had a mean of 1.115 with a standard deviation of 0.225. There is low variability in respondents' opinion as shown by the values of standard deviations.

Table 3: Descriptive Statistics

Description	Mean	Std. Dev
Deliver quality and timely services to the Citizen	3.570	.325
Accountability and transparency in service delivery and the Utilization of Resources	3.250	.415
Productivity in order to maximize shareholders	2.245	.645
Reduce or Eliminate reliance on the Exchequer	1.125	.015
Autonomy to Government Agencies	1.115	0.225

As shown in table 4, none of the predictor variables had coefficient of correlation between themselves more than 0.5 hence all of them were included in the model (no problem of multicollinearity).

Table 4: Pearson Correlation coefficients

Description	Deliver quality and timely services to the Citizen	Accountability and transparency in service delivery and the Utilization of Resources	Productivity in order to maximize shareholders	Reduce or Eliminate reliance on the Exchequer	Autonomy to Government
Deliver quality and timely services to the Citizen	1.00				
Accountability and transparency in service delivery and the Utilization of Resources	.27	1.00			
Productivity in order to maximize shareholders	.48	.27	1.00		
Reduce or Eliminate reliance on the Exchequer	.37	.19	.15	1.00	

Autonomy to Government Agencies	.25	.21	.18	.37	1.00
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Goodness of fit Model

Analysis in table 5 shows that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) R^2 equals 0.268, that is, Deliver quality and timely services to the Citizen, Accountability and transparency in service delivery and the Utilization of Resources, Productivity in order to maximize

Government Agencies explain 26.8 percent of Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector leaving 73.2 percent unexplained. The P- value of $0.000 < 0.05$ implies that the model is significant at the 5 percent level of significance.

shareholders, Reduce or Eliminate reliance on the Exchequer and Autonomy to

Table 5: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.517	.268	.256	.65	.268	62.92	5	95	.000

Predictors: (Constant), Deliver quality and timely services to the Citizen, Accountability and transparency in service delivery and the Utilization of Resources, Productivity in order to maximize shareholders, Reduce or Eliminate reliance on the Exchequer and Autonomy to Government Agencies

Regression Equation

Using unstandardized coefficients (B values), the established multiple linear regression equation becomes:

$$Y = 0.21 + 0.058X_1 + 0.007X_2 + 0.015X_3 + 0.048X_4 + 0.057X_5$$

Where

Constant = 0.21, shows that if Deliver quality and timely services to the Citizen, Accountability and transparency in service delivery and the Utilization of Resources, Productivity in order to maximize shareholders, Reduce or Eliminate reliance on the Exchequer and Autonomy to Government Agencies were all rated as zero, Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector rating would be 0.21.

$X_1 = 0.058$, shows that one unit change in Deliver quality and timely services to the

Citizen results in 0.058 units increase in Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

$X_2 = 0.007$, shows that one unit change in Eliminate reliance on the Exchequer results in 0.007 units increase in Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

$X_3 = 0.015$, shows that one unit change in Autonomy to Government Agencies results in 0.015 units increase in Kenyan citizens' perceptions on improvement of service

delivery since the implementation of performance contract in public sector

$X_4 = 0.048$, shows that one unit change in Productivity in order to maximize shareholders, Reduce results in 0.048 units increase in Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

$X_5 = 0.057$, shows that one unit change in Accountability and transparency in service delivery and the Utilization of Resources results in 0.057 units increase in Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

Table 6: Coefficients of Regression Equation

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
(Constant)		.21	.05		4.20	.00
Deliver quality and timely services to the Citizen	X_1	.058	.008	.62	7.25	.00
Eliminate reliance on the Exchequer	X_2	.007	.002	.051	3.51	.02
Autonomy to Government Agencies	X_3	.015	.007	.14	2.14	.02
Productivity in order to maximize shareholders, Reduce	X_4	.048	.013	.44	3.69	.00
Accountability and transparency in service delivery and the Utilization of Resources	X_5	.057	.010	.52	5.70	.00

Dependent Variable: Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

Individual Statistical Significance

HO 1:

Deliver quality and timely services to the Citizen influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

HO 2:

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HO 3:

Autonomy to Government Agencies influences Kenyan citizens' perceptions on

improvement of service delivery since the implementation of performance contract in public sector

HO 4:

Productivity in order to maximize shareholders, Reduce influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

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Table 7: Hypothesis Testing

Hypothesis	$\alpha=0.05$	P -Value	Conclusion
<p>H₁: Deliver quality and timely services to the Citizen does not influence Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector</p> <p>H_{1a}: Deliver quality and timely services to the Citizen influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector</p>	.05	.00	Reject H ₁
<p>H₁: Elimination of reliance on the Exchequer does not influence Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector</p> <p>H_{1a}: Elimination of reliance on the Exchequer influences Kenyan citizens' perceptions on improvement of service</p>	.05	.02	Reject H ₁ ,

delivery since the implementation of performance contract in public sector			
<p>H₁: Autonomy to Government Agencies does not influence Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector</p> <p>H_{1a}: Autonomy to Government Agencies influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector</p>	.05	.02	Reject H ₁ ,
<p>H₁: Productivity in order to maximize shareholders, Reduce does not influence Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector</p> <p>H_{1a}: Productivity in order to maximize shareholders, Reduce influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector</p>	.05	.00	Reject H ₁ ,
<p>H₁:Accountability and transparency in service delivery and the Utilization of Resources does not influence Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector</p> <p>H_{1a}:Accountability and transparency in service delivery and the Utilization of Resources influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector</p>	.05	.00	Reject H ₁

the P-Values for the individual predictor variables are less than 0.05, there is enough evidence to support **H_{1a}** thus Deliver quality and timely services to the Citizen, Accountability and transparency in service delivery and the Utilization of Resources, Productivity in order to maximize shareholders, Reduce or Eliminate reliance on the Exchequer and Autonomy to influences Kenyan citizens' perceptions on improvement of service delivery since the implementation of performance contract in public sector

CONCLUSIONS

The research was able to establish if Kenyans citizens perceive service delivery since the implementation of performance contract in Kenya. Results confirm that there is a significant improvement of service delivery interns of: Accountability and transparency in service delivery and the utilization of resources and deliver quality and timely services to the citizens since the implementation of performance contract in Kenya. On the other hand other measures of service delivery were rated poorly, that is, there is no significant improvement of service delivery in terms of Productivity in order to maximize shareholders, Reduce or Eliminate reliance on the Exchequer and Autonomy to Government Agencies since the implementation of performance contract in public sector. This confirm that only two objectives of the performance contracting have been rated well. This indicates that the Kenyans citizen should fully be involved in implementation of performance contracting in Kenya. Continuous training on

performance contract, allocation of adequate resources, develop reward system for the performer contract increase salaries, enhance teamwork , providing resources on time and more sensitization of the Kenyans citizen on the same should be done by the office of the prime minister in order to improve the Kenyans perception on performance contract in Kenya. Future research study need to be done of public servants perceptions on the role of performance contract in improving service delivery in Kenya.

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