

FACTORS INFLUENCING IMPLEMENTATION OF PERFORMANCE CONTRACTING IN THE PUBLIC SECTOR IN KENYA: A CASE STUDY OF PUBLIC WORKS DIRECTORATE, NAIROBI

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ABSTRACT

The introduction of performance contracts (PC) in Kenya was aimed at increasing service delivery to spur economic growth. The study aimed at determining factors influencing the implementation of PC at Public Works Directorate (PWD) in the Ministry of Lands, Housing and Urban Development (MoLHUD). The target study population was 703 civil servants at PWD. Purposive sampling technique was used to select a sample size of 70 respondents, about 10% of the target population. Data collection was through structured questionnaires administered to the respondents. The results revealed that financial resource allocation is one of the main factors that influences the implementation of PC due to too much bureaucracy in accessing financial resources, delays of exchequer and heavy reliance on the exchequer. Further, the results also revealed that most of the staffs in the organization do not really understand what PCs are and not all of them are involved in their drafting and regular reviews. This lack of full participation of all staff members adversely influences PC implementation. The study recommends that public institutions should ensure that there are well developed policies in place to address financial resources allocation and staff participation to mitigate negative impacts on the implementation of PC.

Keywords: performance contracts (PC), Public Works Directorate (PWD), implementation, staff participation, financial resource

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