



# Performance monitoring & the place of Intra/Inter sectoral synergies

# Role of the Board of Directors in Driving Performance

- What are your common Board Committees:
  - How many sub-committee's are in your Boards?
  - What is the mandate of the committees?
- Are your Boards involved in Performance and Conformance Monitoring?
  - Strategic Planning
  - Performance Monitoring and Reporting
  - Compliance Monitoring and Reporting

# Structuring Committees to Undertake Performance/Conformance Monitoring

- **Performance Monitoring;**
  - Overseeing design, review, and implementation of Strategic Plans
  - Assessing significant changes, emerging trends, risks, opportunities
  - Receiving staff/customer feedback
  - Review and approve the Performance Targets of the entity, aligned to the Strategic Plan
  - Ensuring alignment of the corporation's budgets and financial expenditures to the Performance Targets/Priorities and Strategic Plan prior to adoption;

# Structuring Committees to Undertake Performance/Conformance Monitoring

- **Planning and Performance Monitoring;**

- Monitor implementation and reporting on the Performance Contract Targets for the year/Taking remedial action where necessary.
- Reviewing and approving the quarterly reports on the Performance Contract implementation
- On behalf of the Board, collaborate with other state agencies to ensure effective discharge of the functions of the entity.
- Public Communication of achievement of targets/mandate

# Structuring Committees to Undertake Performance/Conformance Monitoring

- **Compliance Monitoring;**

- Laws and regulations directly/indirectly affecting the entity
- National Treasury/SCAC/CoS&HoPs Circulars
- Statutory Reporting requirements (Aud Gen; Performance)
- HR guidelines e.g recruitment, staff establishment, HR policies, complement controls, disciplinary procedures
- Information Requests from Investigative and Regulatory Agencies (ISC, EACC, Parliament, SCAC etc)
- Implementation and reporting on Executive Orders (e.g. No. 6 on Ethics and Integrity)

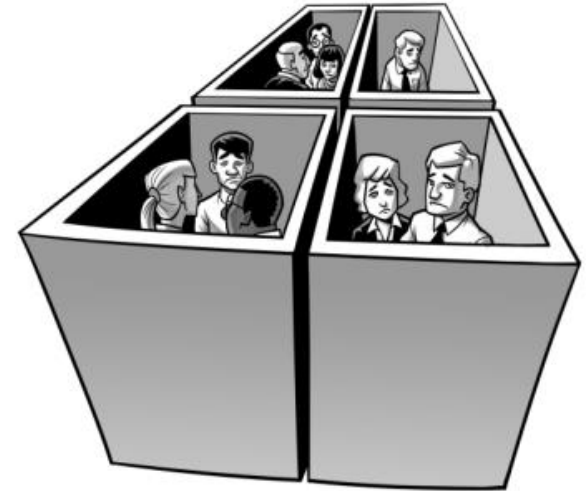
# Building Inter-Intra Sectoral Synergies



- What dependencies within other state corporations affect the agency's performance?
- Who are the intra/inter sector peer agencies? What makes you consider them peer agencies?

# Silo Mentality

- Separates like-minded organizations from reaching a common goal.
- Hinders collaboration
- Does not leverage on resources
- Delays implementation and ultimately performance
- Chaos and confusion



# Benefits of Inter/Intra sectoral approaches

Intra/Inter-sectoral collaboration refers to ***“the collective actions involving more than one specialised agency, performing different roles for a common purpose in a way that is more effective, efficient or sustainable than could be achieved by the entity acting alone”***



- Minimizing duplication and working at cross-purposes.
- Cost and time efficiencies through enhance coordination
- Optimization of skills and resources – greater reach
- Improved outcomes



# Key Elements of Collaboration

1. A powerful shared vision of the problem: Identify dependency and/or complementary mandates of other agencies. Identify how their conflicting or complementary mandates support or curtail the achievement of your objectives.
2. Correct identification (mix) of partners and the building of strong relationships among the partners.
3. Leadership, both in advancing shared purposes and sustaining the collaboration\*\*;
4. Adequate, sustainable and flexible resources: Inter-sectoral collaboration depends on sufficient and sustained. State Corporations should aim to plan, budget, and implement jointly in line with the joint vision.

# Key Elements of Collaboration

5. Efficient structures and processes to do the work of collaboration
6. Monitoring and Reporting

# Joint Board Meetings\*\*

- Joint board meetings between entities secure high level understanding of peer entity mandates, and appreciation of how each other's targets are intrinsically linked.
- They secure common vision, commitment and coordination towards delivery of aligned mandates and have a general positive impact on entity performance.
- They serve to unlock long standing impasses, resolve policy and administrative challenges, entrench efficiency and effectiveness.
- They identify common synergies and challenges.
- Resolutions provide the basis for coordinated planning, implementation and monitoring, as well as define additional engagement proposals



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