

THE PRODUCTIVITY PARADOX



Governments invest resources.
Institutions implement reforms.
Activities are executed.
Yet public value does not always rise

Increasing **ACTIVITY**
Does not automatically
create **PUBLIC VALUE**



*"The challenge is not doing more.
The challenge is **converting better.**"*



17 – 19 JUNE 2026



NAIROBI, KENYA

MORE SPENDING ≠ MORE RESULTS. MORE ACTIVITY ≠ MORE IMPACT



PRODUCTIVITY

CONVERTING RESOURCES INTO **GREATER PUBLIC VALUE**

RESOURCES



TIME



TALENT



MONEY



TECHNOLOGY



INSTITUTIONS



PUBLIC VALUE



BETTER SERVICES



BETTER OUTCOMES



BETTER EXPERIENCES



BETTER LIVES



The true measure of government is not what it consumes,
but **the value it creates.**



KENYA'S FIVE PRODUCTIVITY CHALLENGES

1



FISCAL PRESSURE

Rising demands against finite public resources strain our ability to invest and deliver

2



WAGE BILL PRESSURE

Personnel costs consume a large share of the budget, limiting fiscal flexibility

3



RISING EXPECTATIONS

Citizens expect better services, greater speed, quality and measurable results

4



ACCOUNTABILITY FATIGUE

Excessive compliance can overwhelm institutions without improving performance

5



WEAK PRODUCTIVITY MEASUREMENT

We struggle to measure what truly matters- Productivity, Efficiency and Value Created

6



DIGITAL TRANSFORMATION GAP

Legacy systems, fragmented data and slow process redesign reduce productivity gains.



Overcoming these challenges requires a shift from managing inputs and activities to **driving productivity** and **value creation**



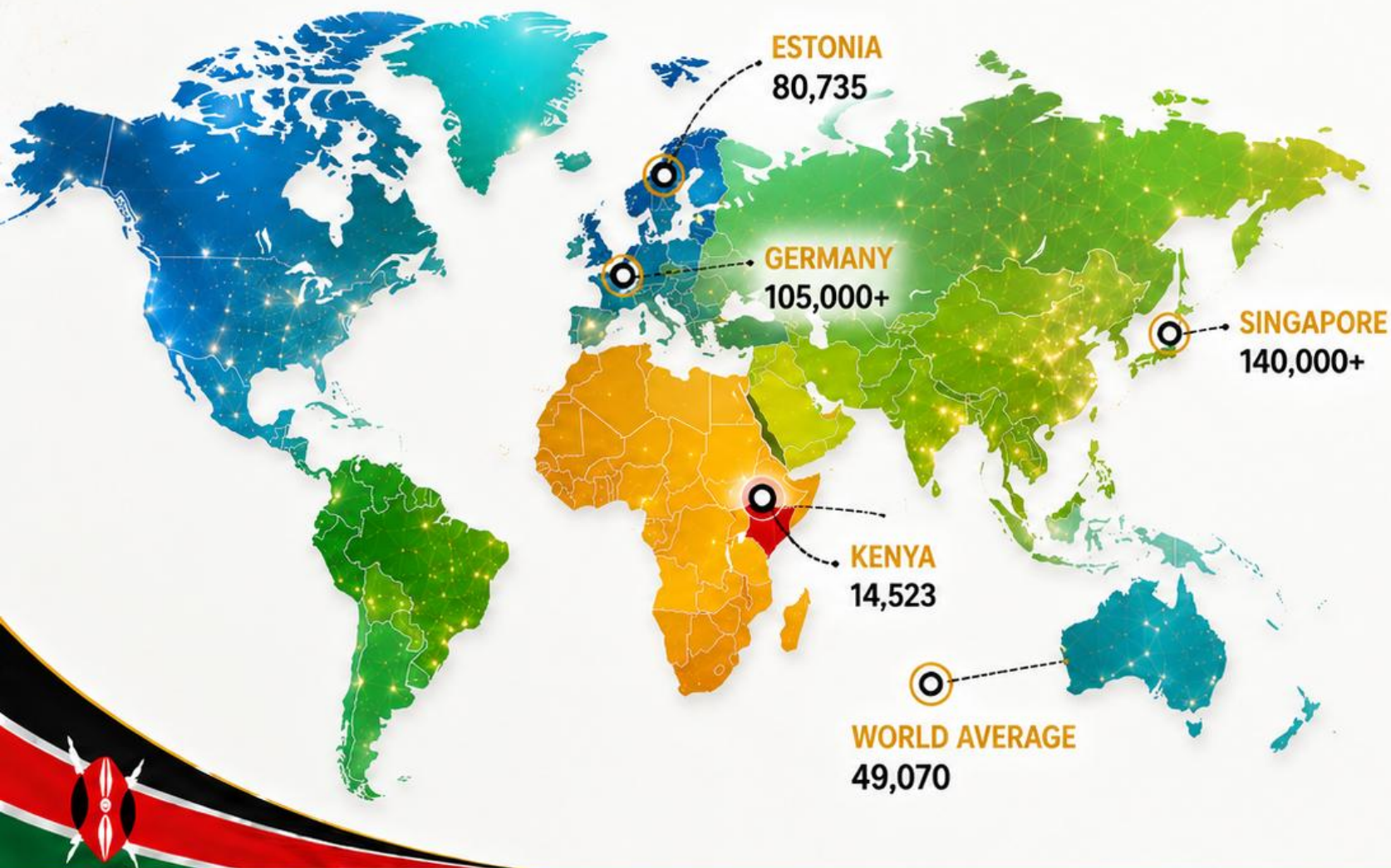
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NAIROBI, KENYA

STRONGER INSTITUTIONS . **SMARTER** GOVERNANCE . **MORE PRODUCTIVE** KENYA

WHERE DOES **KENYA** STAND?



COUNTRY	LABOUR PRODUCTIVITY (PPP US\$)
 Singapore	140,000+
 Germany	105,000+
 Estonia	80,735
 World Average	49,070
 Kenya	14,523



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THE FUTURE BELONGS TO NATIONS THAT CREATE MORE VALUE FROM
EVERY RESOURCE.

THIS IS KENYA'S PRODUCTIVITY MOMENT

Every generation faces a defining challenge



NATION BUILDING

Laying the foundation
of our nation



CONSTITUTIONAL TRANSFORMATION

Reforming Governance,
devolving power,
strengthening democracy



PRODUCTIVITY TRANSFORMATION

Transforming resources
into value for sustainable
prosperity

Our generation . Our responsibility . Our future
This is Kenya's Productivity Moment.

KENYA'S GOVERNANCE INFLECTION POINT

**NATION
BUILDING****1963 - 2000s****PERFORMANCE
REFORM****2000s - 2020s****PRODUCTIVITY
TRANSFORMATION****2026 and beyond**

Indicator	2013/14	2025/26
Public Expenditure	KSh 1.6T	KSh 4T+
Public Debt	KSh 1.9T	KSh 11T+

We have built the foundations.
We have strengthened the systems
We have improved accountability
We have invested in reforms

The central governance question
is no longer whether institutions
are active

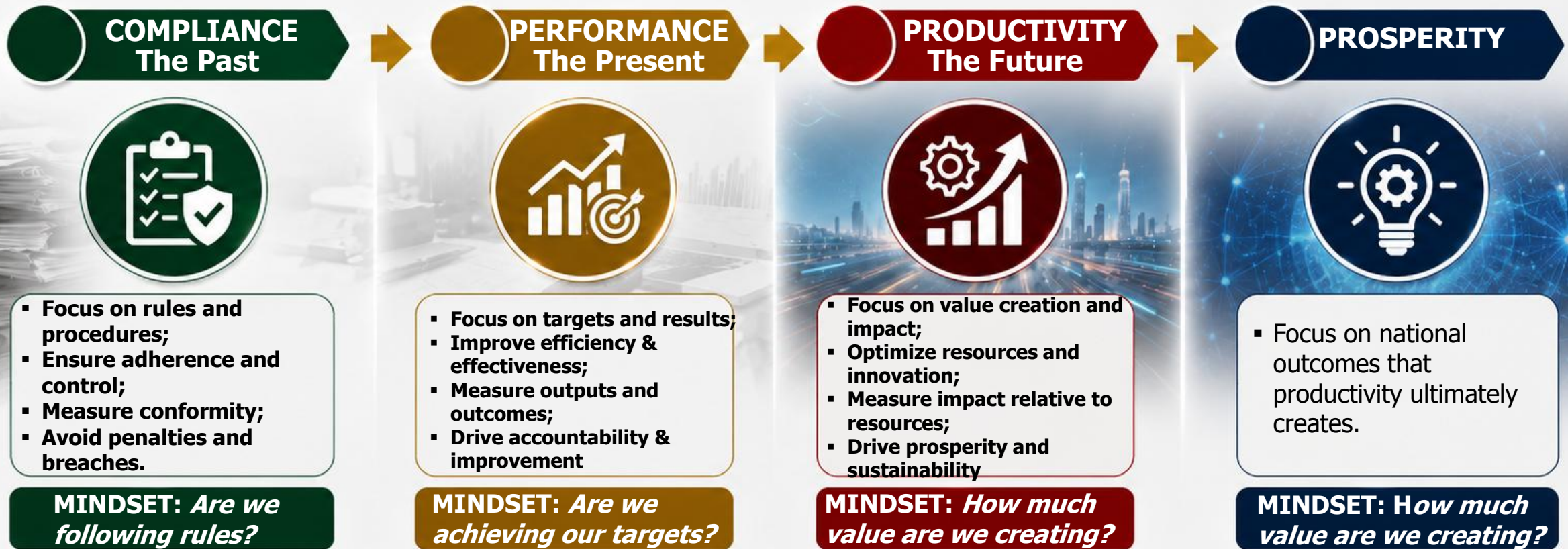
ARE THEY **PRODUCTIVE?**



The future of governance will be measured
by **value created** for citizens

**17 – 19 JUNE 2026****NAIROBI, KENYA****TRANSFORMING PUBLIC RESOURCES INTO **PUBLIC VALUE****

THE EVOLUTION OF GOVERNMENT



The future of Government will be defined not by **Compliance** or **performance**, but by **Productivity**.



TWO TIERS. ONE NATION. ONE PURPOSE.

Kenya operates under a two-tier system of government.
National and County Governments are partners
in delivering services and advancing development.



Our productivity agenda will succeed only if both levels of government
work in concert for the greater good of our citizens.

THE FIVE LEADERSHIP QUESTIONS

The questions that drive productivity, value and better outcomes for citizens

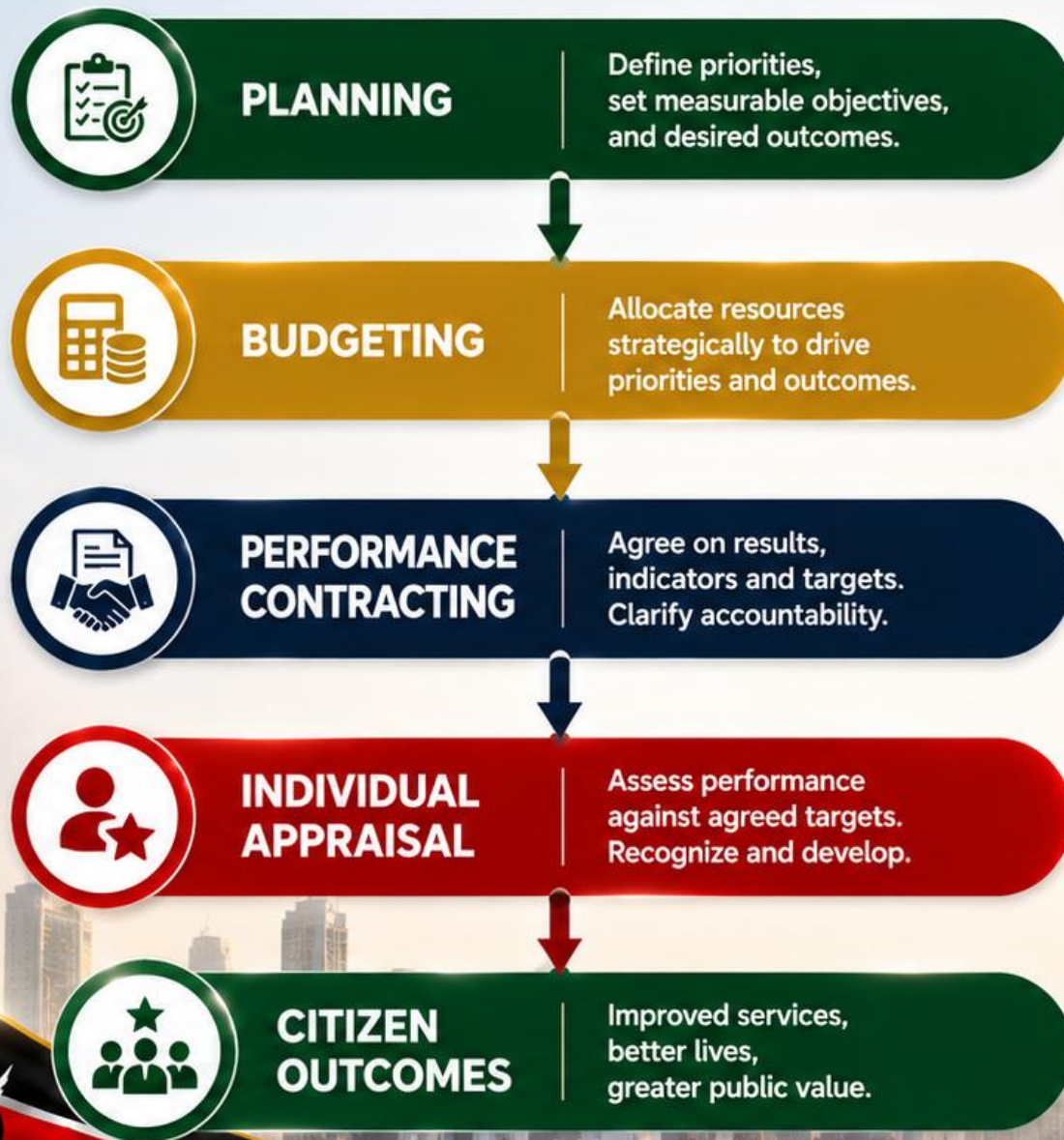


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LEAD WITH PURPOSE . MANAGE FOR RESULTS . TRANSFORM LIVES



PRODUCTIVITY MUST BE MEASURABLE



A strong results chain ensures that every shilling, every effort and every decision leads to measurable impact for citizens.



FOCUS
Align on what matters most



EFFICIENCY
Use resources wisely



ACCOUNTABILITY
Deliver on commitments



IMPACT
Transform lives and communities



MEASURE WHAT MATTERS.
MANAGE WHAT YOU MEASURE. IMPROVE WHAT YOU MANAGE.

WHAT WE MEASURE TODAY

Productivity = Value Created ÷ Resources Consumed

WHAT WE MEASURE EXTENSIVELY



INPUTS

Budgets, resources, number of staff, infrastructure.



ACTIVITIES

Meetings, trainings, workshops, projects, missions.



OUTPUTS

Reports, documents, policies, programs, services delivered.



VS

WHAT WE MEASURE INSUFFICIENTLY



PRODUCTIVITY

How efficiently resources are converted into value.



ACTIVITIES

The outcomes and impact that improve citizens lives.



OUTPUTS

The long-term value created for every shilling spent.



We measure effort more than value.

The future demands we measure what truly matters



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#ProductiveKenya

#PerformanceMatters

#PublicValue

PRODUCTIVITY AND FISCAL SUSTAINABILITY



Prudent spending. Productive public service. Sustainable nation.



NATIONAL GOVERNMENT



WAGE BILL:
KSh 517B



PE/REVENUE:
23%

“
The issue
is not the size
of the wage bill,
but the value
generated
from it.
”

COUNTY GOVERNMENTS



WAGE BILL:
KSh 59.29B



PE/REVENUE:
75.53%



HIGHER PRODUCTIVITY. BETTER OUTCOMES. STRONGER PUBLIC FINANCES.



FOCUS ON OUTCOMES
Link pay to performance
and public value.



DRIVE EFFICIENCY
Optimize staffing,
processes and systems.



IMPROVE PRODUCTIVITY
Invest in skills, tools
and technology.



PROTECT FISCAL SPACE
Ensure sustainable wage
growth within revenue.



DELIVER VALUE
Better services today,
stronger future tomorrow.



SUSTAINABLE FINANCES BEGIN WITH **PRODUCTIVE** PEOPLE AND EFFECTIVE SYSTEMS.



PRODUCTIVITY MUST INFORM THE STRUCTURE AND RESOURCING OF GOVERNMENT



Organizational structure drives performance.
We are rethinking how government is organized, structured and resourced to deliver greater efficiency, stronger coordination and better results for citizens.



A SMARTER STRUCTURE. RIGHT-SIZED RESOURCES. BETTER RESULTS.

PRODUCTIVITY BY DESIGN

Integrated. Data-Driven. Citizen-Centred.
Better Decisions. Better Services. Better Lives.

DIGITAL PLATFORMS DRIVING PRODUCTIVITY



e-Citizen
One Government.
One Portal.



IFMIS
Transparent.
Accountable.
Efficient.



e-GP
Open. Fair.
Competitive.



ArdhiSasa
Secure Land.
Informed
Decisions.



iTax
Easy. Compliant.
Empowered.
Taxpayer.

ENABLING PRODUCTIVITY



INTEGRATED
Seamless systems,
connected
processes.



DATA-DRIVEN
Evidence for
planning, budgeting
and action.



CITIZEN-CENTRED
Designed around
needs. Measured by
outcomes.



SECURE & TRUSTED
Protecting data.
Building trust.
Delivering value.



CITIZEN

At the centre of
everything we do.



DIGITAL PLATFORMS

Accessible channels.
Seamless experiences.
Connected systems.



DATA

Accurate. Timely.
Integrated. Trusted.



DECISIONS

Evidence-based.
Insightful. Impactful.
Accountable.



SERVICES

Faster. Smarter.
Reliable. Inclusive.
Value for every citizen.



ONE GOVERNMENT



ONE DATA ECOSYSTEM



ONE PURPOSE: **IMPROVE LIVES**



DESIGNED FOR TODAY.
DELIVERING A BETTER TOMORROW.

PEOPLE POWER PRODUCTIVITY



Our People.
Our Strength.
Our Future.

Empowered Public Servants. Productive Nation. Prosperous Kenya.



TEACHER

Inspiring minds.
Building the future
through quality
education.



NURSE

Compassion in action.
Improving lives through
quality and timely
healthcare.



POLICE OFFICER

Protecting lives
and property.
Upholding law and
building safety.



AGRICULTURAL OFFICER

Empowering farmers.
Enhancing productivity
and ensuring food
security.



MAGISTRATE

Upholding justice.
Ensuring fairness,
accountability and
the rule of law.



HUDUMA OFFICER

Connecting citizens
to services. Providing
solutions with courtesy
and efficiency.



COMMITTED
TO SERVICE



DRIVEN BY
INNOVATION



UNITED BY
PURPOSE



FOCUSED ON
RESULTS



ACCOUNTABLE
TO CITIZENS



PASSIONATE
ABOUT IMPACT



When our people thrive, our nation thrives. **Together, we deliver a better Kenya.**

WHOLE-OF-GOVERNMENT PRODUCTIVITY

TOGETHER. INTEGRATED. ACCOUNTABLE. IMPACTFUL.



ONE PURPOSE
ONE PLAN
ONE RESULT

One Government connected by purpose, aligned through collaboration,
and driven by results for all.

NATIONAL
GOVERNMENT



Sets direction
and policy

Provides enabling
frameworks and
resources

COUNTIES



Delivers services
and drives local
development

Innovates and
responds to local
needs

PRIVATE
SECTOR



Invests, innovates
and creates
opportunities

Drives productivity,
jobs and
economic growth

ACADEMIA



Generates knowledge
and builds skills

Supports innovation,
research and
evidence-based
solutions

DEVELOPMENT
PARTNERS



Provides financing,
technical expertise
and best practices

Supports capacity
building and
sustainable progress

CITIZENS



Active participants
and beneficiaries

Provide feedback,
hold institutions
accountable and
co-create solutions



COLLABORATION MULTIPLIES CAPACITY. ALIGNMENT DRIVES RESULTS. CITIZENS BENEFIT.



SHARED PURPOSE
One vision for national
transformation



COORDINATED ACTION
Working together,
eliminating duplication



EVIDENCE & DATA
Informed decisions,
measurable impact



ACCOUNTABILITY
Transparent, responsible
and results-oriented



SUSTAINABLE IMPACT
Better services.
Better lives. Better Kenya.

THE END OF COMPLIANCE GOVERNANCE

COMPLIANCE ERA



RULE-BOUND

Focus on following rules and procedures.



TICK-BOX CULTURE

Emphasis on compliance, approvals and paperwork.



DOCUMENT-HEAVY

More reports produced, less value created.



RISK-AVERSE

Focus on avoiding mistakes, not achieving impact.



SLOW AND REACTIVE

Processes take time, citizens wait, opportunities are missed.

PRODUCTIVITY ERA



VALUE-DRIVEN

Focus on solving problems and creating value.



OUTCOME-FOCUSED

Emphasis on impact, results and citizen experience.



DATA AND INSIGHT LED

Evidence-based decisions, measurable impact



INNOVATIVE AND BOLD

Encourage solutions, improvement and smart risk-taking



FAST AND PROACTIVE

Agile institutions, responsive services, opportunities maximized.



Compliance keeps institutions safe.
Productivity makes institutions
successful.

It is time to move from measuring
effort to **measuring impact**

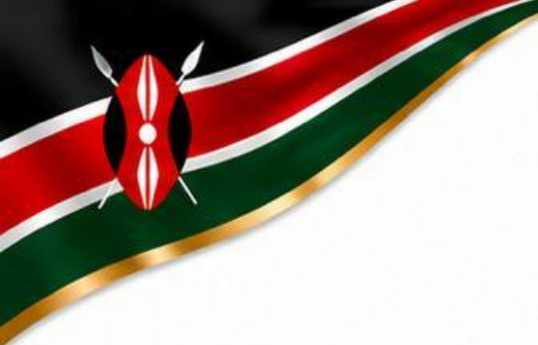


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NAIROBI, KENYA

BEYOND COMPLIANCE . TOWARD PRODUCTIVITY . FOR PROSPERITY



TRUST IS OUR GREATEST PRIVILEGE. OUR HEAVIEST RESPONSIBILITY.



Trust will be earned **every time** we dare to do something different for a **better Kenya.**



EVERY BARRIER
WE BREAK DOWN



EVERY SERVICE
WE IMPROVE



EVERY INNOVATION
WE CREATE



THEY ALL SERVE
THIS LARGER PURPOSE
OF **BUILDING TRUST.**

THE WORLD HAS CHANGED

A New Era ■ New Opportunities ■ New Obligations



AI REVOLUTION

Technology is reshaping industries, jobs, and the way governments deliver services



YOUTH DIVIDEND

The largest youth population in our history must be empowered for productivity and innovation



GEOPOLITICAL UNCERTAINTY

Global disruptions, conflicts and trade shifts demand resilience and strategic agility



FISCAL PRESSURES

Rising demands, debt burdens and limited resources require smarter, more productive solutions



"Success in the coming decade will not be determined by who possesses the most resources, but by who uses resources most productively." H.E. President William Ruto



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GOVERNMENTS MUST DELIVER **MORE** WITH **LESS**.

THE JOURNEY CONTINUES

THE IMPACT ENDURES

For commitment to action. From action to impact. From impact to legacy.
Together, we are building a productive Kenya for today, tomorrow and generations to come.



WE STARTED THIS JOURNEY

With a shared belief
that productivity can
transform Kenya.



WE TOOK THE FIRST STEP

By committing to
change, collaborate
and deliver.



WE ARE SEEING THE RESULTS

Better processes,
stronger institutions,
improved lives



WE WILL KEEP GOING

With focus,
innovation and
accountability every
step of the way



WE WILL BUILD A LEGACY

A productive,
competitive and
prosperous Kenya for
all.



The work **continues**. The **mission** is shared.
The future is **bright**. The **legacy** is ours to build.



Proudly Kenyan.
Productive by Choice.



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NAIROBI, KENYA

A SHIFT IN **THINKING** . A LEAP IN **PERFORMANCE**. A LEGACY OF **IMPACT**



THANK YOU FOR BEING PART OF THE SHIFT

Your ideas, energy and commitment are what drive productivity in Kenya.
Let's keep the momentum going – together.



YOU MADE THIS POSSIBLE

Thank you for
showing up, sharing,
learning and
contributing



THE SHIFT STARTS WITH US

Every action we take
today creates a
better tomorrow



LET'S STAY CONNECTED

Collaboration doesn't
end here – let's build
together beyond this
room



LET'S KEEP DELIVERING

Focus on impact.
Measure what matters.
Deliver lasting results



A PRODUCTIVE KENYA FOR ALL

Stronger institutions.
Smarter governance.
More opportunities.



This is not the end. It's **the beginning** of a new chapter.
For a **productive, competitive** and **prosperous** Kenya.



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National Productivity and
performance conference



Productivity
Kenya



+254 700 000 000

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BEYOND COMPLIANCE . TOWARD PRODUCTIVITY . FOR PROSPERITY

THANK YOU TOGETHER, WE DELIVER.

Your participation, passion and partnership have made this conference a success
Let's carry this energy forward and build a productive Kenya - together



THANK YOU FOR BEING HERE

Your presence and
engagement made
this conference
meaningful.



TOGETHER WE LEARNED

We shared ideas,
experiences and
solutions that inspire
action.



TOGETHER WE CONNECTED

We built
relationships that will
drive change and
growth.



TOGETHER WE COMMITTED

We recommitted to
action, innovation
and results that
make a real
difference.



TOGETHER WE WILL DELIVER

We will turn
commitments into
impact and build a
productive Kenya for
all.



THANK YOU KENYA

For believing in the
power of productivity
to transform our
nation.



The conference may end, but **our journey continues.**
Let's keep working. Let's keep delivering. Let's keep building a
productive Kenya



★ *Asante Sana!* ★



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NAIROBI, KENYA

STRONGER INSTITUTIONS. **SMARTER** GOVERNANCE. **MORE** PRODUCTIVE KENYA