NATIONAL PRODUCTIVITY AND PERFORMANCE CONFERENCE - 2026

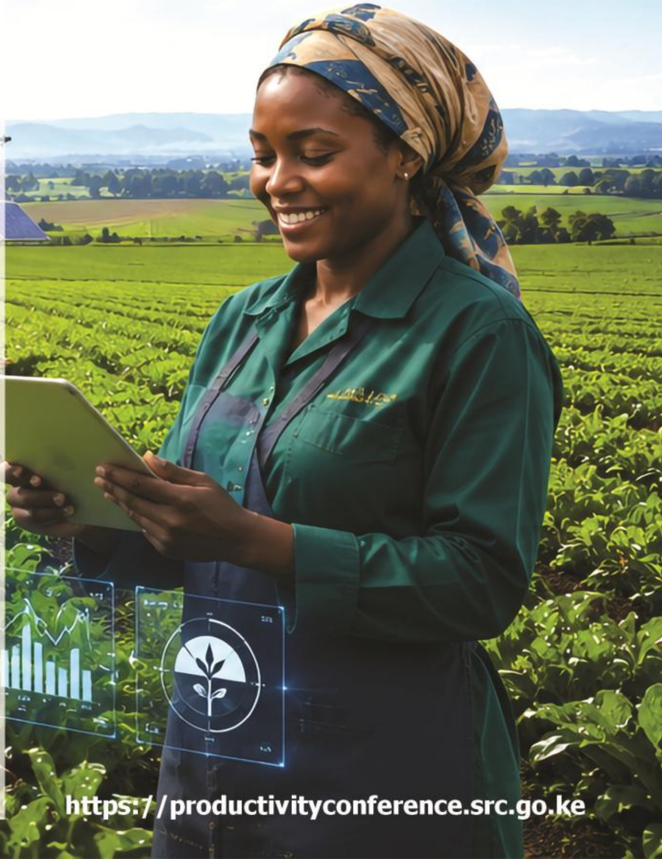
17-19 JUNE 2026

KENYA SCHOOL OF GOVERNMENT - NAIROBI

Theme: Productivity for Fiscal Sustainability and Efficient Service Delivery

Leveraging Private Sector Efficiency for Public Sector Productivity & Performance Competitiveness

International Best Practices and Key Policy Lessons for Kenya



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Outline of the Presentation

- ✓Background and context
- ✓Kenya's productivity gap
- ✓Highlights of Key findings and analysis
- ✓International best practices
- ✓PPPCF framework
- ✓Policy recommendations
- ✓Conclusion

Background to Labour Productivity

Common Measures

- Output per worker
- Output per hour worked
- Value added per employee
- Service delivery outcomes per employee

Why Labour Productivity Matters

- Drives economic growth
- Increases national competitiveness
- Supports higher wages and living standards
- Improves organizational efficiency
- Enhances service quality and citizen satisfaction

$$\text{Labour Productivity} = \frac{\text{Output}}{\text{Labour Input}}$$

Productivity: The Foundation of Competitiveness

- Productivity improvements are central to long-term economic growth.
- Higher productivity improves incomes, fiscal efficiency and public service outcomes.
- OECD and World Bank evidence highlights productivity as a key driver of transformation.

▪ **OECD** estimates that **more than 50% of long-term economic growth** in advanced economies is driven by productivity improvements.

▪ According to the **World Bank**, **productivity enhancement** is a prerequisite for **sustainable economic transformation &** improved public service delivery.

Why Productivity Matters for Kenya

Improving productivity can generate multiple benefits:

- **Economic Benefits:** Higher GDP growth; Increased investment; Greater industrial competitiveness.
- **Fiscal Benefits:** Better value for public expenditure; Improved resource utilization; Reduced operational costs.
- **Institutional Benefits:** Faster service delivery; Improved accountability; Enhanced government effectiveness.
- **Social Benefits:** Better public services; Higher citizen satisfaction; Improved living standards.
- Kenya's **economy continues** to grow, but **sustaining long-term competitiveness** and achieving Vision 2030 will require **significant improvements in public sector productivity**, **institutional efficiency**, innovation, and **workforce performance**.
- Closing the **productivity gap** between the **public and private sectors** is essential for **accelerating economic transformation** and delivering **better outcomes for citizens**.

Productivity -Engine of National Competitiveness

- To achieve the aspirations of **Vision 2030** and the **Bottom-Up Economic Transformation Agenda (BETA)**, Kenya must prioritize productivity enhancement across both public and private sectors by strengthening accountability, investing in human capital, accelerating digital transformation, and fostering a culture of performance and innovation.

Kenya's Productivity Challenge & Constraints

- Kenya has **demonstrated remarkable economic** resilience and **sustained growth** over the past two decades.

- However, the country's ability to **achieve accelerated economic** transformation, enhanced competitiveness, and improved public service delivery **remains constrained** by persistent **productivity challenges**, particularly within the public sector.

- Addressing these **inefficiencies** is essential for realizing the aspirations of Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA).

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Kenya's Productivity Challenge

1. Low Public Sector Productivity

- **Labour productivity** in the public sector remains substantially **below private sector** levels.
- Productivity assessments indicate that **private sector productivity** is approximately **3.3 times higher** than **public sector productivity**.

2. Rising Public Expenditure

- Public sector **compensation** accounts for nearly **30% of total government expenditure**.
- Increasing expenditure **has not always translated** into **proportional improvements** in service delivery outcomes.

3. Bureaucratic Inefficiencies

- Lengthy administrative procedures; Multiple approval layers; and Delays in decision-making and implementation.

Kenya's Productivity Challenge …

4. Weak Performance Management

- Limited linkage between performance and rewards.
- Inconsistent implementation of performance contracts.
- Weak monitoring and evaluation systems.

5. Technology and Innovation Gaps

- Uneven adoption of digital technologies across government institutions.
- Continued reliance on manual and paper-based processes in some agencies. **6. Human Capital Constraints**
- Skills gaps and Limited leadership development.
- Insufficient investment in continuous professional development.

Labour Productivity – Private Sector versus Public Sector

❑ Private Sector characteristics

- **Feature**
- **Productivity Effect**
- **Profit motive**
- Strong efficiency incentives
- **Competition**
- Continuous innovation
- **Performance-based rewards**
- Higher employee motivation
- **Customer-driven services**
- Faster responsiveness
- **Technology adoption**
- Productivity gains

Labour Productivity – Private Sector versus Public Sector

❑Public Sector Characteristics

- **Feature**

Productivity Effect

- **Service delivery mandate**
- Multiple objectives
- **Limited market competition**
- Lower pressure for efficiency
- **Bureaucratic procedures**
- Slower decision-making
- **Political accountability**
- Complex performance measurement
- **Universal service obligations**
- Higher operating costs

Labour Productivity – Private Sector versus Public Sector

Public Sector Characteristics

Feature	Productivity Effect
Service delivery mandate	Multiple objectives
Limited market competition	Lower pressure for efficiency
Bureaucratic procedures	Slower decision-making
Political accountability	Complex performance measurement
Universal service obligations	Higher operating costs

Why Productivity Often Differs

The **private sector** is generally exposed to **stronger competitive pressures** and **profit incentives**, while the **public sector** must **balance efficiency with equity, accessibility**, accountability, and **public welfare** objectives are critical.

Public Wage Bill vs Productivity

- Kenya's **public sector wage bill represents** one of the **largest** components of **government expenditure**, accounting for approximately 30 percent of total government spending.

- While **investment in public servants is essential** for service delivery and national development, the **key policy challenge is ensuring** that **expenditure on compensation translates** into **higher productivity**, better performance, and improved public services.

Indicator	Status
Compensation of Employees	≈ 30% of Government Expenditure
Share of Recurrent Expenditure	One of the largest expenditure components
Productivity Performance	Significantly below private sector levels
Public Sector Labour Productivity Index	0.651
Private Sector Labour Productivity Index	2.162

Why the Wage Bill Matters

Fiscal Implications: A large wage bill:

- Consumes significant public resources.
- Reduces fiscal space for development investments.
- Limits funding available for infrastructure and innovation.
- Places pressure on government budgets.

Productivity Implications: If productivity remains low:

- Government obtains lower returns on expenditure.
- Service delivery costs increase.
- Citizens receive less value from public spending.
- Institutional performance weakens.

Strategic Policy Question

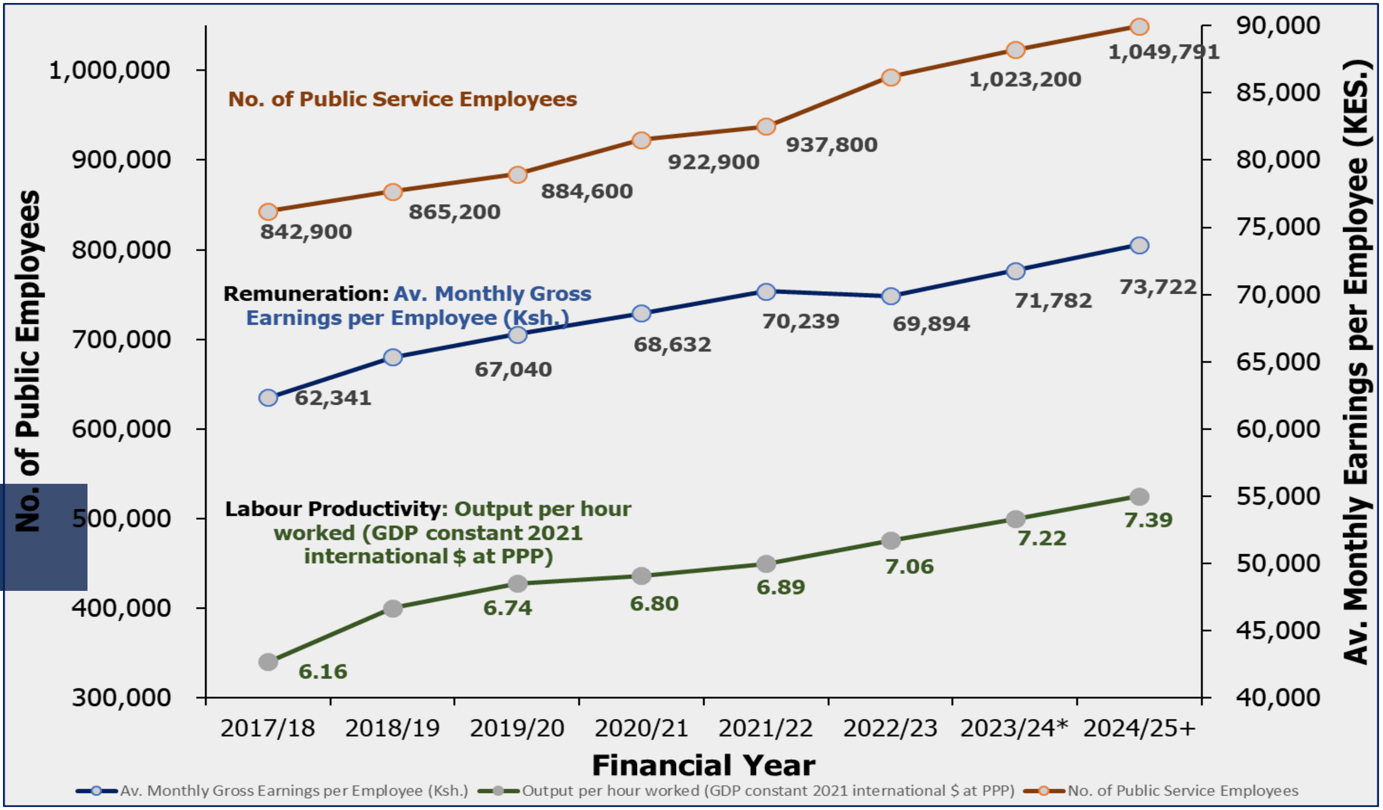
The issue is not how **much government spends on wages**, but rather, **how much productivity**, service delivery, and **public value** Kenya obtains from **every shilling spent spent** on **compensation**.

- With **approximately 30% of government** expenditure devoted to compensation, **improving public sector productivity represents** one of **Kenya's greatest opportunities** for **enhancing fiscal efficiency**, service delivery, and **national competitiveness.**
- The goal should be to **maximize productivity** and **public value** from **existing expenditure** through **performance management**, **human capital development**, **digital transformation**, and **governance reforms.**

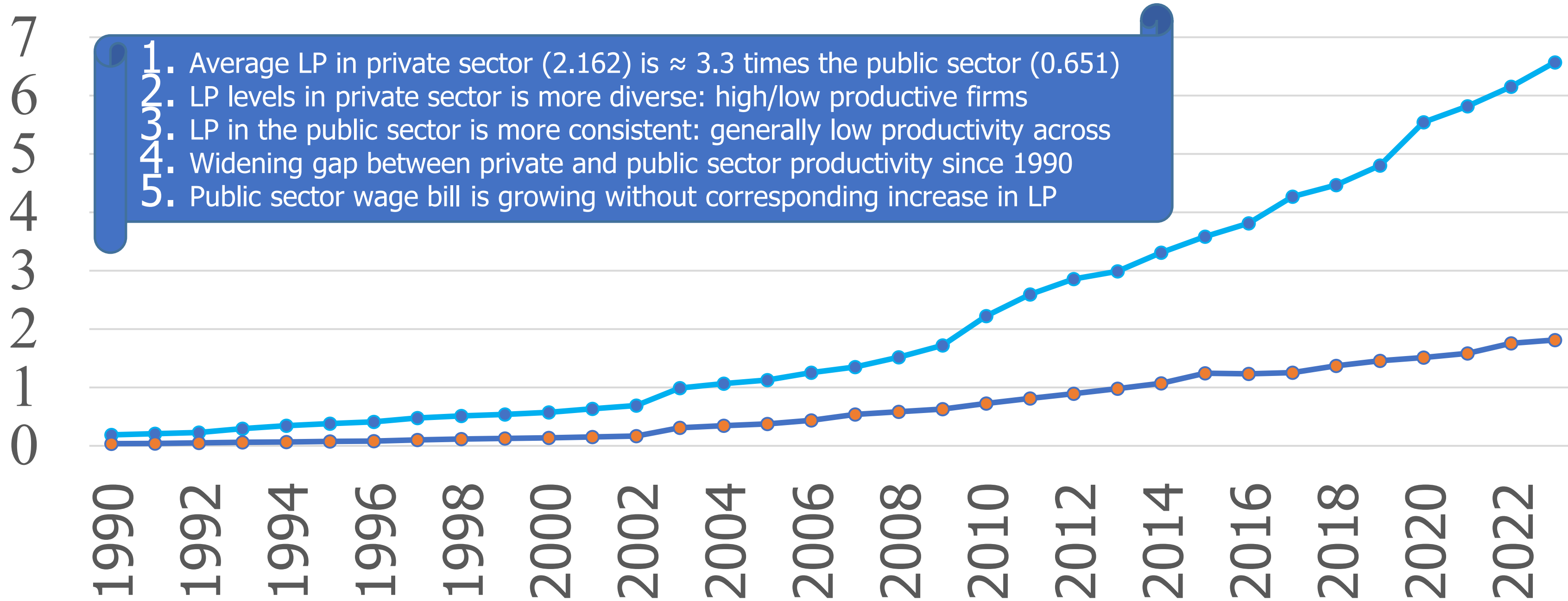
Background and Rationale

Public Service Employees, Remuneration and Productivity

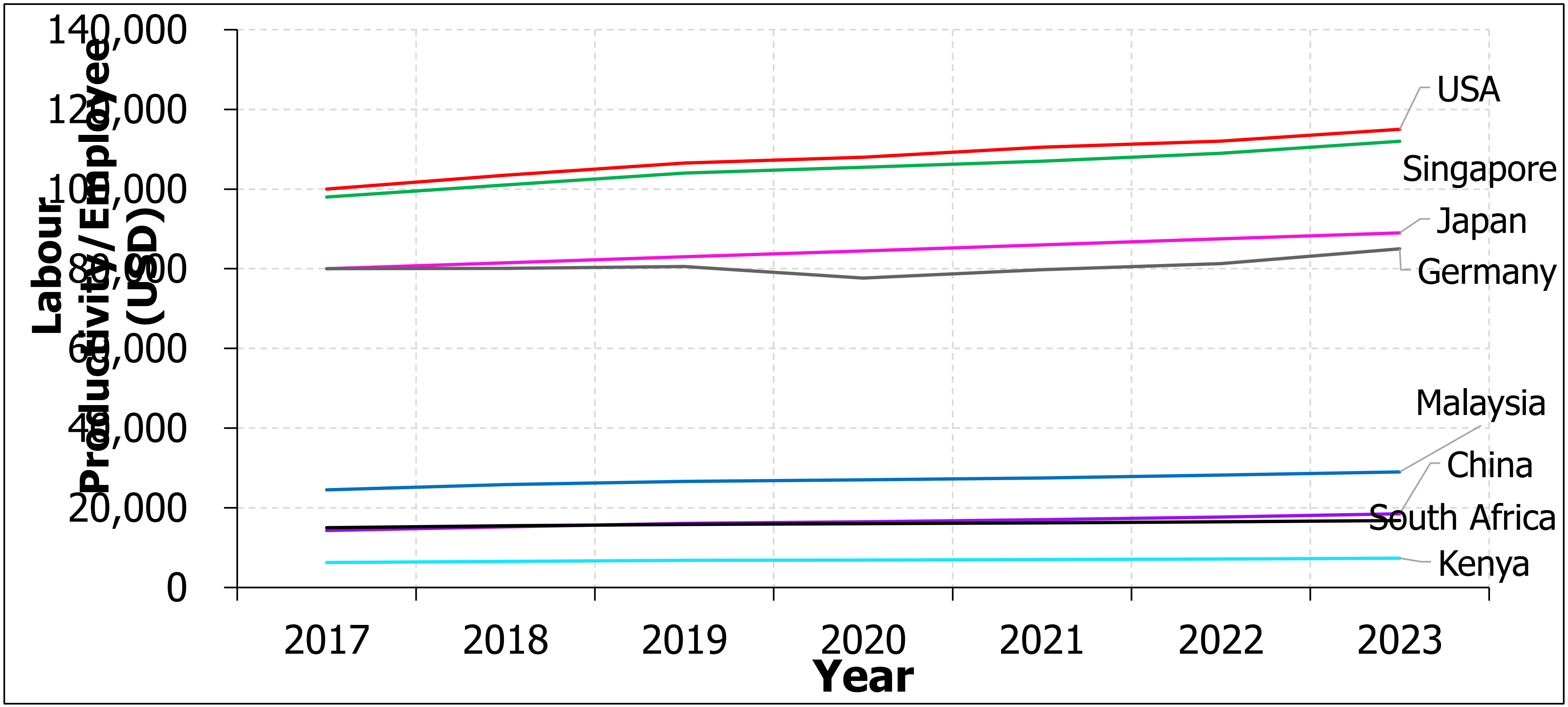
(FY2017/18 – FY2024/25)



Public Vs Private Sector Wage Bill and Labour Productivity



Labor Productivity over time for selected economies



Kenya's Labour Productivity Ranking

	Global	Africa
2023	**155** out of **189**	**27** out of **53**

2025

Global

Country	Rank out of 182
Luxembourg	1
Ireland	2
Norway	3
Guyana	4
Denmark	5
Singapore	6
Macao, China	7
Belgium	8
Netherlands	9
Austria	10
Kenya	**142**

Africa

Country	Rank out of 52
Gabon	1
Mauritius	2
Libya	3
Algeria	4
Egypt	5
Djibouti	6
Eswatini	7
Botswana	8
South Africa	9
Tunisia	10
Kenya	**21**

Source: International Labour Organization (ILO), 2025.

Productivity-Competitiveness Nexus

Productivity Driver	Competitiveness Outcome
Skilled Workforce	Higher quality output
Technology Adoption	Increased efficiency
Innovation	New products and services
Effective Leadership	Better organizational performance
Good Governance	Improved business environment
Accountability Systems	Higher institutional efficiency
Digital Transformation	Faster service delivery
Resource Optimization	Lower operational costs

Global Productivity Trends

- Global **labour productivity growth** has **slowed significantly** over the past two decades (from about **2.6%** in early 2000s to around **1.5%** in recent years), **raising concerns** about the **ability of economies** to **sustain economic growth**, improve living standards, **create jobs**, and **maintain competitiveness**.
- As a result, **governments worldwide** are increasingly **implementing reforms** aimed at improving **institutional efficiency,** innovation, **workforce capabilities**, and **digital transformation.**

Why Has Productivity Growth Slowed?

Several factors have contributed to the decline in global productivity growth:

- **Slower technological** diffusion across sectors.
- **Skills mismatches** and **workforce capability gaps**.
- **Aging populations** in many economies.
- **Weak investment** in **innovation** and research.
- **Institutional inefficiencies** and **regulatory burdens.**
- **Increasing complexity** of global economic systems.
- **Sluggish adoption** of **digital technologies** in **some sectors**.

Global Policy Response

In response to the productivity slowdown, governments are increasingly focusing on four strategic areas:

1. Institutional Efficiency: Modernizing public administration; Improving governance and accountability; Streamlining regulations and administrative procedures; Enhancing public service delivery.

2. Innovation and Technology: Promoting research and development; Supporting innovation ecosystems; Encouraging technology adoption and commercialization; Leveraging Artificial Intelligence and automation.

3. Human Capital Development: Investing in education and skills development; Strengthening workforce reskilling and upskilling programmes; Enhancing leadership and management capabilities; Building future-ready labour markets.

4. Digital Transformation: Expanding e-government services; Automating business processes; Integrating data-driven decision-making systems; Improving connectivity and digital infrastructure.

Evidence

Author(s)	Year	Study	Key Quotation	Empirical Finding
OECD	2025	Effectively Managing Investments in Digital Government	“Governments are increasingly investing in the digital transformation of the public sector to enhance the efficiency of internal operations.”	Well-managed digital investments improve value-for-money and operational productivity.
OECD	2016	Recommendation on Digital Government Strategies	“Use of technology that spurs more open, participatory and innovative governments.”	Digital government reforms strengthen transparency, innovation, and administrative performance.
Nicholas Jörden	2024	Public Sector Productivity Review: Fifteen Questions	“Transcend the discourse centred on cost efficiency.”	Productivity should be measured not only by costs saved but also by quality of services and outcomes achieved.
The Productivity Institute	2024	Public Sector Productivity Review	“Enhancing public sector productivity.”	Organizational effectiveness, service quality, and outcomes matter as much as input efficiency.
Vincent Straub et al.	2024	AI for Bureaucratic Productivity	“84% of these complex transactions are highly automatable.”	AI and automation can significantly reduce administrative workload and improve labour productivity in government.
Vinicius Santana Gomes	2026	AI Adoption in the Public Sector	“The determining barrier to adoption was not technological but training-related.”	Staff training produced major productivity gains, including reductions in processing times of 18–50% in Brazilian public institutions.
OECD	2024	Reviving Productivity Growth: A Review of Policies	“Public policies can promote productivity.”	Effective regulation, competition policy, innovation support, and governance reforms contribute to productivity growth.
OECD	2025	OECD Compendium of Productivity Indicators	Labour productivity remains a key indicator of economic performance.	Countries with sustained productivity growth tend to achieve higher incomes, wages, and competitiveness.

Evidence ...

Author(s)	Year	Study	Key Quotation	Empirical Finding
Milenko Fadic, Paula Garda & Mauro Pisu	2019	The Effect of Public Sector Efficiency on Firm-Level Productivity Growth: The Italian Case (OECD)	“Local public administration efficiency has a large effect on firms’ productivity growth.”	Firms located in regions with efficient public administration exhibited significantly higher productivity growth. Public-sector efficiency is therefore a driver of private-sector productivity.
OECD	2017	Enhancing Public Sector Efficiency and Effectiveness in the Czech Republic	“Challenges include wastage in public procurement, insufficient management of the investment cycle and high levels of staff turnover.”	Weak governance systems reduce public-sector productivity, while management reforms improve efficiency and effectiveness.
World Bank	2021	Measuring Public Sector Productivity: Fresh Perspectives	“Achieving productivity growth in the public sector is critical.”	Because government is a major employer and spender, even small productivity improvements can generate substantial fiscal and service-delivery gains.
World Bank	2021	Public-Sector Productivity (Part 1)	“Accurately measuring public-sector productivity is important.”	Governments that measure outputs and outcomes systematically are better positioned to improve performance and resource allocation.
OECD	2025	Digital Government	“Governments should adopt clear business cases... and monitor results.”	Digital transformation improves efficiency only when accompanied by governance, monitoring, leadership, and accountability mechanisms.

Conceptual Framework - Productivity–Competitiveness Chain

Productivity Growth

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Higher Efficiency and Innovation

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Lower Costs and Better Services

↓

Increased Investment and Business Confidence

↓

Higher Economic Growth

↓

Improved National Competitiveness

↓

Better Living Standards

Lessons from High-Performing Countries - 1

Country	Reform Initiative	Key Features / Interventions	Results / Achievements	Key Lesson
Singapore	Public Service Excellence and Smart Nation Strategy	• Merit-based recruitment and promotion • Strong leadership development programmes • Robust performance management systems • Smart Nation Initiative and digital transformation	• Ranked among the world's most effective governments • High-quality public services • Efficient and responsive public administration	• Meritocracy, leadership development, and technology are critical drivers of public sector productivity.
New Zealand	Results-Based Management (RBM)	• High managerial autonomy • Strong accountability mechanisms • Outcome-based reporting and performance measurement	• Improved fiscal discipline • Enhanced government efficiency • Better service delivery outcomes	• Empowering managers while holding them accountable improves organizational performance.
South Korea	Digital Government Transformation	• Comprehensive online government services • Integrated digital platforms and databases • Automation of administrative processes	• Reduced transaction costs • Faster service delivery • Improved citizen access to government services	• Digitalization significantly enhances public sector productivity and citizen satisfaction.

Lessons from High-Performing Countries - 2

<table>
<tr><th>Country</th><th>Reform Initiative</th><th>Key Features / Interventions</th><th>Results / Achievements</th><th>Key Lesson</th></tr>
<tr><td>Rwanda</td><td>Imihigo Performance Contracting System</td><td>Annual performance targets for institutions and leaders
Public disclosure of performance commitments
Continuous monitoring and evaluation</td><td>Increased accountability and transparency
Improved delivery of service
Strong performance culture across government</td><td rowspan="2">Implementation discipline drives results (successful implementation depends more on execution and delivery than policy formulation alone).
Clear targets, transparency, and performance contracts; monitoring dashboards and delivery units strengthen public sector performance.</td></tr>
<tr><td>Malaysia</td><td>PEMANDU (Performance Management and Delivery Unit)</td><td>Strong focus on implementation and delivery
Key Performance Indicators (KPIs)
Real-time performance dashboards and tracking systems</td><td>Faster implementation of national priorities
Improved monitoring of government programmes</td></tr>
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Lessons from High-Performing Countries - 1

Country	Reform Initiative	Key Features / Interventions	Results / Achievements	Key Lesson
United Kingdom	Government Digital Service (GDS)	• Simplification of government services • Digital-by-default service delivery • Citizen-centered design approach	• Reduced operating costs • Improved user experience • Increased efficiency and accessibility of public services	Technology works best with process redesign. • Designing services around citizen needs enhances efficiency and public value.
South Korea	Digital Government Transformation	• Comprehensive online government services • Integrated digital platforms and databases • Automation of administrative processes	• Reduced transaction costs • Faster service delivery • Improved citizen access to government services	• Digitalization significantly enhances public sector productivity and citizen satisfaction.

Cross-Cutting Lessons from International Experience

Success Factor	Countries Demonstrating It
Meritocracy and talent management	Singapore
Results-based management	New Zealand, Rwanda
Digital transformation	South Korea, United Kingdom, Singapore
Strong monitoring and accountability	Rwanda, Malaysia
Leadership development	Singapore
Performance contracting	Rwanda
KPI-driven management	Malaysia
Citizen-centered service delivery	United Kingdom, South Korea
Focus on implementation and delivery	Malaysia
Fiscal discipline and efficiency	New Zealand

Key Take Aways

1. HUMAN CAPITAL AS PRODUCTIVITY DRIVER

High Performing Organizations Invest in: Training; Talent management; Leadership development and Succession planning.

2. ACCOUNTABILITY AND PERFORMANCE

Productive organizations have: Clear targets, Regular reviews and Consequences for performance.

3. DIGITAL TRANSFORMATION

Technology Improves Efficiency, Cost reduction, Transparency and Service delivery

Technologies include; AI use, Automation and Analytics, and Cloud platforms

4. ORGANIZATIONAL CULTURE

Productivity Culture is characterized by: Innovation, Accountability, Learning, Collaboration and Continuous improvement

Implications for Policy

To strengthen public sector productivity, Kenya should:

- **Modernize Performance Contracting:** Focus on outcomes rather than activities; and Develop measurable KPIs.
- **Link Performance to Incentives:** Recognize and reward excellence.
- **Strengthen Monitoring Systems:** Introduce real-time performance dashboards; and Improve reporting mechanisms.
- **Build Accountability Culture:** Hold leaders accountable for results.
- **Promote Meritocracy:** Align promotions with performance and competencies.

Takeaway

- **Performance-based management** is a cornerstone of **private sector productivity.**
- By establishing **clear KPIs**, **rewarding achievement**, **promoting merit**, and **strengthening accountability** through monitoring, organizations create a **culture of high performance** and **continuous improvement**.
- **Adapting** these practices within **Kenya's public sector** can significantly enhance productivity, service delivery, and institutional effectiveness.

Labor productivity at the counties

- Labor productivity(gross value added per person employed) at the sub-national level is important in Kenya as counties differ in their GVA levels, employment characteristics and human capital indicators.
- A comparison of labor productivity across the county categories establish that:
  - Non-ASAL counties have the highest labor productivity growth rates at 28.3 per cent while arid had the lowest growth at 2.8 per cent.
  - Labor productivity in arid counties is highest in the industry and services sectors and lowest in the agriculture sector.

Factors affecting the labor productivity-GVA

- Arid counties have the smallest Gross Value Added (GVA) and erratic GVA growth rates.
- Erratic growth rate with both sharp peaks and sharp deeps is largely attributed to climate change effects manifested by severe and frequent droughts that disrupt economic activities (mainly livestock production).
- **Agriculture**:
- Agriculture GVA growth rate in arid counties fluctuated more than in other county categories.
- Although arid counties have comparative advantages in livestock production it is yet to be fully integrated into the leather value chain.
- **Industry**: the share of manufacturing in the arid counties industrial GVA is low and declining due to its slower growth rates.
- **Services**:
- Non-market services dominate the service sector in arid counties Gross Value added indicating private sector to the county output.
- The arid counties are well endowed with unexploited tourism potential but the contribution of tourism sector to county GVA is the lowest.

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Factors affecting the labor productivity- labor and employment

- Arid counties have comparatively lower basic education enrolment rates and health indicators that affect the quality of the labour force.
- Low labor utilization in arid counties as reflected in higher unemployment rates and higher inactivity rates.
- Arid counties have higher percentage of persons under 18 years (5-17 years) working and higher inactivity rates for persons of prime age which affects the quality and quantity of labor.
- Low transfer of labor from agriculture to other sectors as agriculture dominates the employment shares in all county categories.

Mixed-methods research design (Creswell & Creswell, 2018):

- Quantitative: labour productivity and competitiveness indices
- Qualitative: policy documents and governance assessments
- Benchmarking: Singapore, NZ, Rwanda, Malaysia, UK, S. Korea
- Data: NPCC, KNBS, World Bank, ILO, WEF, IMF (2023-2024)
- Descriptive and comparative institutional analysis

Productivity differentials

- Private sector benefits from competitive market pressures
- Public sector operates with limited competitive incentives
- Private firms: outcomes-focused organizational culture
- Public institutions: procedural compliance over performance
- Differences in incentives, accountability and governance explain gap

Human capital matters

- Human capital: most significant productivity determinant
- Private sector: strategic talent management and succession
- Public sector: tenure-based systems, limited innovation rewards
- Competency-based HR systems produce superior outcomes
- Singapore and New Zealand: meritocracy drives performance

Accountability drives results

- Private sector: clear targets and performance monitoring
- Kenya's performance contracting: inconsistent implementation
- Challenges: weak measurement and limited performance-reward links
- Rwanda Imihigo: publicly disclosed annual performance targets
- Accountability integrated across systems, not treated in isolation

Technology and innovation

- Digital transformation: significant productivity multiplier
- Private firms: AI, automation, big data for efficiency gains
- Kenya: progress in e-government, but adoption remains uneven
- Barriers: infrastructure gaps, skills shortages, resistance to change
- Accelerating digital government can substantially cut costs

International practice: Singapore

Building a high-performance public service

- Meritocracy, strategic planning and rigorous accountability
- Competency-based recruitment and performance-linked careers
- Whole-of-government approach reduces duplication
- Extensive digital government infrastructure streamlines services
- Result: 99th percentile globally in government effectiveness

International practice: New Zealand

Results-based public management

- Reforms began in late 1980s (New Public Management principles)
- Managers: greater autonomy with clear outcome accountability
- Transparency, performance reporting and citizen-focus
- Improved fiscal discipline and enhanced service quality
- Among OECD leaders in public sector transparency

International practice: South Korea and Rwanda

South Korea: digital government transformation

- Digitized administrative processes, reduced transaction costs
- Among world's top-ranked e-government systems

Rwanda: Imihigo performance contracting

- Annual targets publicly disclosed and independently assessed
- Stronger service delivery and public confidence in government

International practice: Malaysia and the UK

Malaysia: PEMANDU delivery model

- Performance dashboards for real-time progress monitoring
- KPIs, public reporting and inter-agency collaboration

United Kingdom: civil service reform and digital innovation

- Government Digital Service: global benchmark for digital gov
- Public Value Management: efficiency balanced with social outcomes

The PPPCF: five strategic pillars

Public-Private Productivity Convergence Framework (PPPCF)

- **Pillar 1: Performance accountability - results-oriented governance**
- **Pillar 2: Strategic human capital management - competency-based HR**
- **Pillar 3: Digital transformation and innovation - technology adoption**
- **Pillar 4: Governance excellence - transparency and ethical conduct**
- **Pillar 5: Citizen-centred service delivery - public value creation**

Policy recommendations (1 of 2)

- Establish a National Productivity and Competitiveness Council
  - Coordinate initiatives across government (National and County), private sector, academia
- Strengthen productivity measurement systems
  - Standardized indicators for efficiency, quality and satisfaction
- Modernize performance contracting
  - Independent evaluation linked to leadership accountability
- Accelerate public sector digital transformation
  - Invest in AI, data analytics and e-government platforms

Policy recommendations (2 of 2)

- Reform human resource management systems
- Competency-based recruitment and merit-based promotion
- Promote public-private knowledge partnerships
- Executive exchanges, benchmarking and joint innovation projects
- Institutionalize a productivity culture
- National productivity movement: awareness and continuous improvement
- All reforms aligned with Vision 2030 and BETA objectives

Key discussion insights

- Governance quality matters as much as capital and technology
- Incentive structures shape organizational performance culture
- Leadership is central: vision, accountability and innovation
- Productivity reform is a systemic challenge, not just managerial
- Commercial state corporations: ideal pilots for reform
- Clear objectives

Conclusion

- Productivity gap: 3.3 times - private sector outperforms public
- Gap driven by governance, incentives, human capital and technology
- International evidence confirms the gap can be substantially closed
- PPPCF offers a practical roadmap for Kenya's public sector reform
- Strong public institutions are a national development imperative

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Thank You

PUBLIC SERVICE COMMISSION KENYA — HONOUR COMMITMENT TRUST

SCAC State Corporations Advisory Committee — Diligent in Serving

REPUBLIC OF KENYA — HARAMBEE

SRC Salaries & Remuneration Commission — Rewarding productivity

COUNCIL OF GOVERNORS — 48 Governments 1 Nation

IGRTC INTERGOVERNMENTAL RELATIONS TECHNICAL COMMITTEE — Consultation, Cooperation & Coordination in Devolution