

# **ENHANCING THE USE OF M&E EVIDENCE:** *How to Constructively Engage Key Actors*

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# Introduction

- Monitoring & Evaluation (M&E) Framework is an integral part of the budget process
- At the initial stages, M&E does not need to be sophisticated but needs to be inbuilt in all stages of the budget process
- As a start, outcomes, outputs, performance indicators and targets to be monitored throughout the M&E cycle needs to form the basis of planning and budgeting
- Further, in-year M&E needs to focus on targets agreed upon during the planning and budgeting stages
- Ex post M&E needs to compare policy intentions (objectives) with outcomes

# Monitoring and Evaluation

- Monitoring and evaluation
  - Separate concepts but elements of same system
  - In monitoring, we focus on whether plans are being implemented and if the intended objectives are being attained
  - In evaluation, we focus on whether things done right and if the right things done
- M&E needs to be undertaken at all levels of Government
  - National & County Governments; within MDAs and programmes.

# Where do we start? Where do we end?

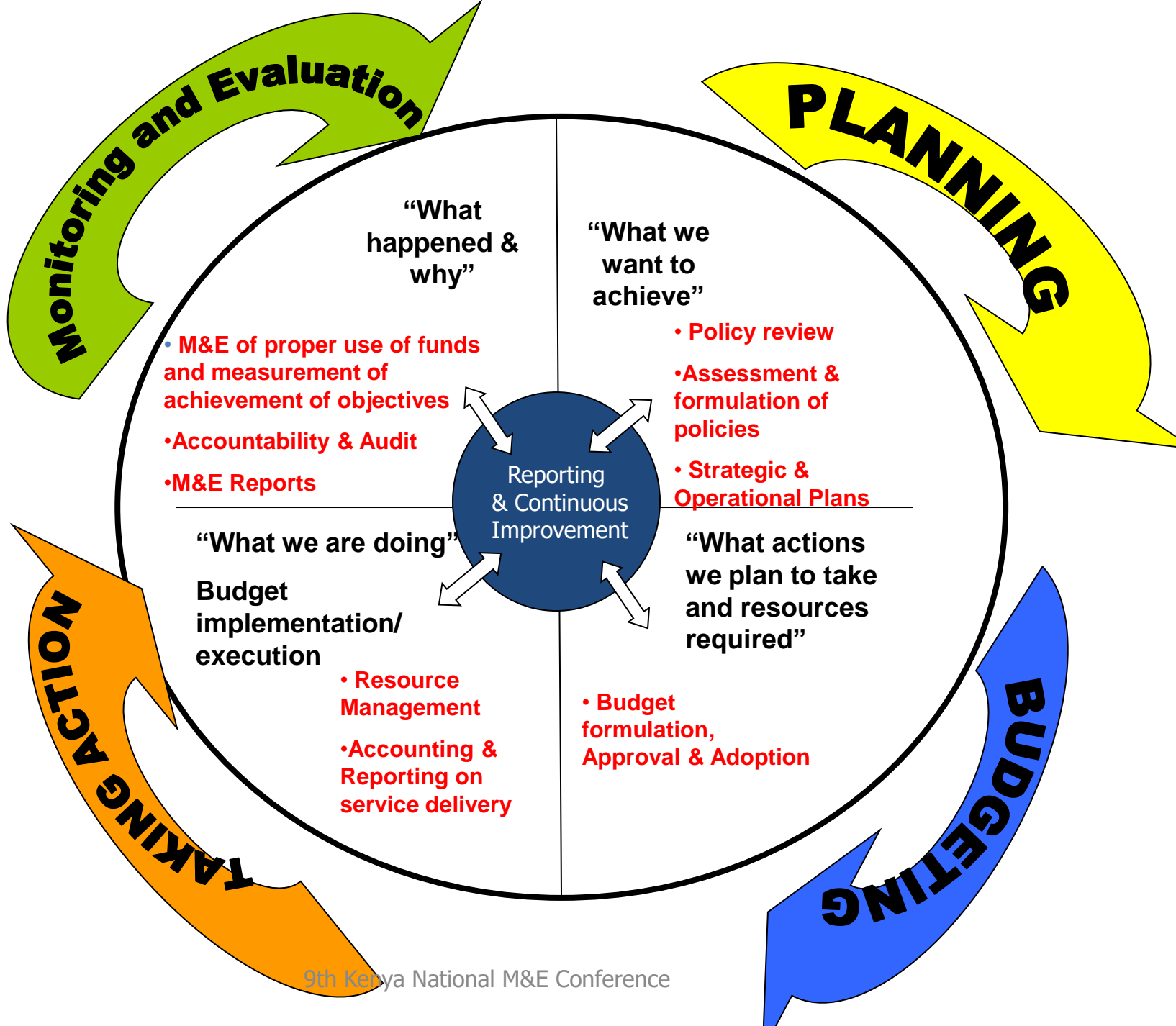
- The starting point of M&E is to have clear objectives which are derived from policies that the Government wants to implement
- Next is to develop programmes (*grouping of closely related activities aimed at achieving a common objective*) tied with the specific objectives to be achieved in a policy
- Programmes are then put in form of a plan that can be implemented through medium-term budgets
- Budgeting itself has to be framed in such a manner that it can achieve certain outputs and outcomes which can be tracked thro' performance indicators and targets
- This is what gave rise to the reform of Programme-Performance-Based Budgeting – PBB (**Budgeting for Results**)

# Introducing performance orientation into budgets

- From the foregoing, the basis for M&E should be Programme-Performance-Based Budgets (PBB)
- This is basically setting organizational incentives to support performance monitoring and getting performance monitoring consistent with organizational culture
- Mainstreaming performance monitoring, evaluation and reporting calls for establishment of central unit within MDAs to play an active and effective leadership role in defining outputs, performance indicators and targets before implementing practical performance monitoring and evaluation

# PBB as the basis for M&E

- The process starts with setting of performance indicators and targets. The PBB structure in Kenya is designed in such a way that MDAs have to state their Visions and Missions which are in turn to be achieved thro' programmes with clear objectives
- Each programme is supposed to be achieving an objective whose implementation progress can be tracked thro' outputs and outcomes with clearly defined performance indicators and targets
- During budget implementation, progress will be tracked by collecting data to verify achievement of the targets in the performance indicators. This set of information is what requires to be tracked by MDAs and reported quarterly to the National Treasury & Planning.



# Performance Indicators

- Performance indicators are used to measure the achievement of outputs;
- Performance monitoring involves selection of indicators, methods and data that allow MDAs to understand and assess progress against Government's policy objectives;



# Evaluation of programme performance

- Need to measure the performance of each programme and its elements
- Development of performance indicators both qualitative and quantitative is crucial to facilitate the following assessments:
  - Value for money (productivity);
  - Economy (best option)
  - Efficiency (least cost)
  - Effectiveness (extent of achievement) -level of output produced per given input.
  - Respect for due process

# Documentation and data Collection under M&E

All data is collected for a purpose:-

- To provide international performance indicators (e.g. health, education);
- To provide national performance indicators;
- For MDAs management purposes.

# Where, when and who?

- Where?
  - Data sources - Staff reports; Kenya National Bureau of Statistics; Research; Public Expenditure Reviews, etc.
- When?
  - Timeframes: weekly, monthly, quarterly, annually;
- Who?
  - Responsibility - which staff members are responsible for collecting data and drawing up report?

# Demand for Performance

- Who cares?
- What happens if performance is inadequate?
  - More money/resources allocated to MDAs?
  - Wastage- incomplete/stalled projects
  - Money/resources reallocated from MDAs?
- Performance Contracting, HRM and PBB
  - Promotion, bonuses, sanctions

# Conclusion & Way forward

- We need to enhance our Performance Responsibility and Accountability Structure by enhancing M&E to address the following:
  - Who is responsible for setting the performance target?
  - To whom are they accountable?
  - When are they held accountable?
  - How is performance measured – Quantitative, Qualitative or Process milestones?
  - What happens if achievement is “unsatisfactory”
- In this regard, guidelines have been issued to MDAs requiring them to establish Central Planning and Project Monitoring Units as independent units from administration, finance and other departments
- Next step is building skills/capacity in CPPMUs and giving the necessary financial support for M&E activities