



**REPUBLIC OF KENYA**

**THE NATIONAL TREASURY AND PLANNING  
STATE DEPARTMENT FOR PLANNING**

**SOCIAL AND GOVERNANCE DIRECTORATE**

**REPORT ON THE  
2021 ANNUAL CENTRAL PLANNING AND PROJECT MONITORING UNITS  
(CPPMUs) FORUM**

**THEME:  
*“Consolidating and Deepening Gains of Development Planning”***

**NOVEMBER, 2021**



*Participants of the 2021 Annual CPPMUs Forum after the Official Opening*

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## **ABBREVIATIONS**

<b>APRM</b>	-	Africa Peer Review Mechanism
<b>CAS</b>	-	Chief Administrative Secretary
<b>CBC</b>	-	Competency Based Curriculum
<b>CPPMUs</b>	-	Central Planning and Projects Monitoring Units
<b>EDCD</b>	-	Economic Development Coordination Directorate
<b>EPS</b>	-	Economic Planning Secretary
<b>ESK</b>	-	Economists Society of Kenya
<b>GDP</b>	-	Gross Domestic Product
<b>ICT</b>	-	Information and Communication Technology
<b>IEA</b>	-	Institute of Economic Affairs
<b>KIPPRA</b>	-	Kenya Institute for Public Policy Research and Analysis
<b>KNBS</b>	-	Kenya National Bureau of Statistics
<b>KSDS</b>	-	Kenya Strategy for the Development of Statistics
<b>MDAs</b>	-	Ministries, Departments and Agencies
<b>MTEF</b>	-	Medium-Term Expenditure Framework
<b>MTP</b>	-	Medium Term Plan
<b>NEPAD</b>	-	New Partnership for Africa's Development
<b>NESC</b>	-	National Economic and Social Council
<b>NG-CDF</b>	-	National Government Constituencies Development Fund
<b>NG-CDFC</b>	-	National Government Constituency Development Fund Committees
<b>NSS</b>	-	National Statistical System
<b>PBB</b>	-	Programme Based Budgeting
<b>PC-ERS</b>	-	Post Covid-19 Economic Recovery Strategy
<b>PFM</b>	-	Public Finance Management
<b>PMC</b>	-	Project Management Committee
<b>PPR</b>	-	Programme Performance Review
<b>PS</b>	-	Principal Secretary
<b>SAGAs</b>	-	Semi-Autonomous Government Agencies
<b>SDGs</b>	-	Sustainable Development Goals
<b>SDP</b>	-	State Department for Planning
<b>VDS</b>	-	Vision 2030 Delivery Secretariat

## EXECUTIVE SUMMARY

The 2021 Annual Central Planning and Projects Monitoring Units (CPPMUs) Forum under the theme “*Consolidating and Deepening Gains of Development Planning*”, was held from 8<sup>th</sup>-13<sup>th</sup> November, 2021. The Forum was well attended with over 200 participants drawn from the State Department for Planning, Economists from CPPMUs, representatives from SAGAs under the State Department for Planning, Officials of the Economic Society of Kenya (ESK), Institute of Economic Affairs (IEA), and Economist Social Welfare (ESW). The attendance surpassed the expected number, a clear demonstration of the high regard economists have for the Forum.

The aim of the 2021 Annual CPPMUs Forum was to promote interaction between the State Department for Planning and CPPMUs in Ministries, Departments and Agencies. Additionally, the Forum sought to take stock of progress made in addressing the recommendations made during the 2020 Annual CPPMUs Forum. The Forum also provided an opportunity to discuss various topical issues on national economic planning as well as promote peer-to-peer learning through sharing of knowledge and best practices.

The Forum was officially opened by Chief Administrative Secretary and on whose behalf the Economic Planning Secretary read the opening speech. The EPS emphasized the role of economists in monitoring and evaluation of projects and programmes; coordination of the implementation of sustainable development goals, policies and plans. The roles and responsibilities of economists therefore, need continuous strengthening through recruitments and deployment. The establishment of the national government planning offices at the county levels is a key step in enhancing the functionality of the planning functions.

Various presentations and subsequent discussions were made and held on topical issues related to the economic planning function. The presentations tackled issues on the national development perspectives over the years, highlighted the achievement of various sectors in the implementation of the Kenya Vision 2030, outlined emerging issues of the population development, National Statistical System, consolidating and deepening gains of National Government Constituencies Development Fund (NG-CDF), discussed curriculum reforms and the role of Economists, career progression of economists and emerging governance development issues.

Further, the Forum delved deeper on the discussion of strengthening and recalibrating the CPPMUs. Progress on addressing issues raised in the 2020 CPPMUs forum was discussed and milestones presented. In addition, the participants were engaged in review of the tool for assessing the adequacy and effectiveness of the CPPMUs. Subsequently, the participants filled the online survey questionnaire.

The Forum provided a platform for sharing experiences by both the experienced and newly recruited Economists. It is evident that Economists play a critical role in coordinating economic

planning, policy formulation and monitoring, evaluation and reporting of programmes and projects. However, it is noted that in the process of undertaking the set functions, CPPMUs encounter a number of challenges some of which are low and varying budgetary allocations, lack of succession management and staff turnover, few training opportunities, lack of clear reporting structures, low staffing levels, duplication of CPPMU functions by technical departments and lack of a legal framework to anchor the economic planning function resulting to inadequate funding of national priorities.

Recommendations were made in an effort to address the noted challenges. These include provision of training opportunities and refresher courses; staffing, bidding for resources during the medium-term budget process, issuing of a circular stipulating the roles and responsibilities of CPPMUs; and exploring of ways of coming up with a legal framework to anchor the economic planning function.

The proposed way forward was set as follows: ensure CPPMUs are involved in the development of the Sector Plans and the draft MTP IV; support the full establishment and strengthening the county level planning offices; advocate for additional resources for CPPMUs; ensure CPPMUs are well staffed at all levels; undertake an induction for the newly recruited economist; ensure training opportunities, especially in the area of Masters through partnering with the local and international universities and development partners; ensure that SAGAs participate fully in the future forums and other platforms for Economists; fast track the issuance of a Circular on revitalization and Strengthening of CPPMUs; ensure the Annual CPPMUs forums are interactive and informative by Calling for papers on topical issues relating to economic policy and development; and finally spearhead the development of a legal framework to anchor the Economic Planning function.

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## SECTION ONE: BACKGROUND

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### 1.1 Introduction

The 2021 Annual Central Planning and Projects Monitoring Units (CPPMU) Forum under the theme “*Consolidating and Deepening Gains of Development Planning*”, was held from 8<sup>th</sup> to 13<sup>th</sup> November, 2021 at the Sarova Whitesands Beach Resort and Spa Mombasa. The Forum convened by State Department for Planning (SDP), aimed to:

- i. Promote interaction between the State Department and CPPMUs;
- ii. Update on Ministerial activities;
- iii. Provide feedback mechanism for both the State Department for Planning and CPPMUs; and
- iv. Present a platform to discuss topical and emerging issues in planning and national development.

The mandate of the State Department for Planning is to spearhead and coordinate national and sectoral development planning. To achieve the mandate, it is necessary to enhance the coordination of Central Planning and Project Monitoring Units (CPPMUs) as well as to undertake periodic evaluation of the adequacy, effectiveness and efficiency of CPPMUs. Notably, CPPMUs are charged with the responsibility of providing informed advice on the formulation, coordination and implementation of national development planning policies and programmes at the MDAs. The Units are headed by Directors of Planning who report to the Principal Secretaries of the respective Ministries/State Departments. That said, CPPMUs are managed by Economists cadre in the Public Service and the attended scheme of service is administered by the Principal Secretary, State Department for Planning.

The roles and responsibilities of Economists in the CPPMUs are to:

- i. Coordinate the formulation, implementation and review of national and sectoral development plans, policies and strategies;
- ii. Coordinate the National Planning Function at the counties;
- iii. Develop and ensure conformity to norms and standards on development planning at both national and county levels;
- iv. Ensure linkage between the national and sectoral policies, plans and budgets;
- v. Track and report progress on implementation of the national development Blueprints, policies, programmes and projects;
- vi. Conduct studies on topical and emerging socioeconomic issues to inform policy formulation and planning;
- vii. Coordinate and track implementation of Bilateral, Regional and International Economic Partnerships in Kenya;
- viii. Coordinate implementation, monitoring and reporting of the Africa Agenda 2063 and the 2030 Agenda on Sustainable Development; and to



- ix. Undertake macroeconomic research, modeling and forecasting.

## 1.2 Objectives of the Forum

The 2021 Annual Central Planning and Projects Monitoring Units (CPPMUs) Forum was held with the main aim of promoting interaction between the State Department for Planning and CPPMUs and to consolidate and deepen gains in development planning. Specifically, the Forum sought to:

- i. Take stock of progress made in addressing the recommendations made during the 2020 Annual CPPMUs Forum;
- ii. Reflect on the issues raised during the Directors of Planning Virtual Meeting held in August 2021;
- iii. Provide an opportunity to discuss various developments issues which touch on the day-to-day roles in advancing the national economic planning function;
- iv. Discuss topical issues on national economic planning;
- v. Provide Economists with an opportunity to share knowledge and experiences in economic planning and day-to-day activities related to the economic planning functions;
- vi. Promote peer to peer learning through sharing of best practices and joint reflection on issues affecting Economists; and to
- vii. Forge a way forward on how to strengthen and recalibrate the CPPMUs.



*Ms. Ann Mwangi, Chief Economist, State Department for Planning, making final preparation to present the objectives of the CPPMUs Forum*

## 1.3 Expected Outputs

The expected outputs of the Forum included:

- i. Insights on topical issues on development planning provided;
- ii. National Development Perspectives discussed;
- iii. Salient issues on the Medium-Term Budgeting process and the role of Economists shared;
- iv. Progress on the development of the Fourth Medium Term Plan required;
- v. Clear understanding of the functions of SAGAs under the State Department for Planning and the linkages to the CPPMUs imparted;
- vi. Progress on operationalization of the National Government Planning Offices at the County

- level reported;
- vii. Successes, challenges and recommendations on operations of CPPMUs outlined;
- viii. Lessons learnt from the experiences of various Economists shared;
- ix. Online survey on the Adequacy and effectiveness of CPPMUs undertaken;
- x. Awareness and subscription to Economists Society of Kenya and the Economists Social Welfare and ways of strengthening the bodies raised; and
- xi. Way forward on strengthening and recalibrating the CPPMUs provided.

#### **1.4 Forum Participation**



*Participants of the 2021 Annual CPPMUs Forum*

The participants of the 2021 Annual CPPMU Forum were drawn from the State Department for Planning and the MDAs. The State Department for Planning delegation was led by the Principal Secretary, the Economic Planning Secretary and Director Social and Governance Directorate. In attendance were the Economic Planning Advisor, Director of Administration and the Directors of directorates/heads of units. Each technical directorate was represented by two economists. The MDAs were represented by Directors of economic planning accompanied by at least two Economists. The State Department for Planning SAGAs were represented by Director Generals, Executive Directors and Chief Executive officers or representatives.

The facilitators of the Forum were drawn from the State Department for Planning, MDAs, Institute of Economic Affairs, the Economists Society of Kenya, and the Economist Social Welfare.

The Forum was well attended with over 200 participants including the newly recruited Economists. The attendance surpassed the expected number of 150 participants, a clear demonstration of the high regard economists have for the annual Forum.

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## SECTION TWO: OFFICIAL OPENING

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### 2.1 Introduction

The 2021 Annual CPPMUs Forum was officially opened by the Chief Administrative Secretary, and on whose behalf the Economic Planning Secretary read the opening speech. The National Treasury and Planning. The session was presided over by the Director Administration who acknowledged the presence of the Economic Planning Secretary, Economic Planning Advisor, the Chief Executive Officers, Executive Directors, and Director Generals of the SAGAs in the State Department for Planning and Directors of Economic Planning.

### 2.2 Highlights of the Remarks by the Economic Planning Secretary (EPS)

The Economic Planning Secretary, State Department for Planning noted that the 2021 CPPMUs Forum provided a platform to discuss topical issues around the selected theme of **“Consolidating and Deepening Gains of Development Planning”**; address the recommendations that came up during the 2020 Annual CPPMUs Forum; reflect on issues raised during Directors of Planning virtual meeting of August 2021; network and share experiences; and most importantly provide opportunity for interactions with the aim of strengthening the functionality of the Central Planning and Projects Monitoring Units (CPPMUs).



*Ms. Katherine Muoki, Economic Planning Secretary, State Department for Planning making opening remarks during the 2021 CPPMUs Forum*

Other issues highlighted included:

**The role of Economists** in Monitoring & Evaluation of projects and programmes; coordination of implementation of Sustainable Development Goals; and preparation of the Fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030. It was noted that, Economists play a critical role in project management cycle and that in particular, Economists are instrumental in economic analysis of projects or programmes.

necessary. In addition, strengthening of the CPPMUs can also be achieved through peer-to-peer learning from platforms that allow interactions and sharing of knowledge and experiences from different MDAs.

It was acknowledged that **strengthening of the CPPMUs** through recruitment and deployment of Economists to all MDAs is

It was noted that with the **establishment of National Government Planning Offices at the County Levels** the planning function now has a presence in the Counties. To further enhance effectiveness of Planning functions, it was reported that an advertisement of the position of Directors and Principal Economists of the County Planning Offices has been made.

### **2.3 Highlights of the Chief Administration Secretary’s Official Opening Speech**

The official opening remarks were delivered by the Economic Planning Secretary on behalf of Chief Administrative Secretary. In the remarks the CAS appreciated the critical role played by Economist in driving the Country’s development Agenda. He noted that the Forum offered a platform for deep interaction between the State Department for Planning and the MDAs, as well as the opportunity to analyse the challenges that constrain successful implementation of the national development planning function.

The 2021 CPPMUs Forum sought to receive feedback on the progress made in implementing the recommendations presented in the 2020 CPPMUs Forum. This was achieved through peer-to-peer interactions and discussions on recommendations of the 2020 CPPMUs Forum.

The CAS also highlighted issues that included:

- i. **The need for evidence-based development planning.** The Economic Survey is a source of critical statistics that form a basis for the country’s economic planning process. The 2021 Survey highlighted the impacts of the Covid-19 Pandemic to the economy. Some of these impacts are: negative impact on tourism activities; increase in debt burden; and generally negative impacts on international trade. On the other hand, the 2021 Survey revealed that the economy showed resilience despite the negative impacts. Notably, there was accelerated growth in agricultural production, increase in construction activities and an increase in seeking and provision of health services. There is hence a need to consolidate information on the National Statistics to form a basis for economic development planning.
- ii. **Strengthening the CPPMUs for effectiveness.** CPPMUs are responsible for advising MDAs on pertinent developmental planning matters. CPPMUs also play a critical role in harmonizing and aligning the national development agenda to the Ministerial goals, objectives and programmes. Further, CPPMUs facilitate appropriate planning, budgeting, implementation and monitoring of government programmes and projects in the MDAs. The need to enhance the adequacy and effectiveness of the CPPMUs is therefore imperative.



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## SECTION THREE: PRESENTATIONS ON TOPICAL ISSUES AND PLENARY DISCUSSIONS

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### 3.1 National Development Perspectives over the Years

The presentation, as presented by Economic Planning Advisor in the State Department for Planning, highlighted the Past Economic Planning Initiatives; Past National Development Plans; Economic Recovery Strategy Paper for Wealth and Employment Creation (ERS) 2003-2007; Kenya Vision 2030; National Spatial Plan (2015-2045); and the MTP IV 2023-2027.

The presenter noted that past economic planning initiatives in Kenya include:

- i. Sessional Papers e.g. The Sessional Paper No. 10 of 1965 on “African Socialism and its application to planning in Kenya” and Sessional Paper No. 1 of 1986 on “Economic Management for Renewed Growth”;
  - ii. Five (5) Year National Development Plans;
  - iii. District Development Plans (DDPs) under the District Focus for Rural Development (DFRD);
  - iv. National Poverty Eradication Plan 1999-2015 (NPEP);
  - v. Interim Poverty Reduction Strategy Paper (I-PRSP), 2001;
  - vi. Poverty Reduction Strategy Paper (PRSP): 2001-2004;
  - vii. Economic Recovery Strategy Paper for Wealth and Employment Creation (ERS) 2003-2007; and
- Kenya Vision 2030 (2008), Medium Term Plans, Sector Plans, National Spatial Plan, County Integrated Development Plans, County Spatial Plans.



*Mr. Joseph Mukui, Economic Planning Advisor, State Department for Planning making a presentation*

The presenter further noted that the Constitution of Kenya has created a devolved structure of government at the National and County Level and specified the distribution of functions between the two levels of Government. Since enactment of the Constitution of Kenya 2010, the Development planning process and implementation differs significantly from that of the previous periods. Article 10 (1) and 10 (2) (a) of the Constitution binds all State organs, State officers, public officers and all other persons to apply, among others, the national principle of

Public Participation when formulating, implementing, evaluating public policy.

The presentation also highlighted that the National Spatial Plan (2015-2045) is a flagship project of the Vision 2030. The Spatial Plan was launched in March 2017 and aims at achieving an organized, integrated, sustainable and balanced development of the country.

The presenter noted the development of MTP IV and the following issues should be put into consideration:

- i. Constitution of Kenya, 2010 requirements in planning;
- ii. Ongoing and new programmes and projects;
- iii. Post COVID 19 ERS recommendations;
- iv. Unfinished legal requirements in Devolved Planning including relevant past economic planning initiatives;
- v. Integrated planning i.e. implementation of National Spatial Plan (NSP);
- vi. AU Agenda 2063; and
- vii. The manifesto of the winning party in the 2022 general election.

### **Plenary Discussions:**

The issues discussed during plenary included:

- i. Concern on levels of public borrowing and high dependency donor support that is not consistent with the existing economic levels, in particular, on public debt and sustainability it was observed that the guidelines and the directions on how to initiate and perform public borrowing is contained in government policy documents and plans such as the concept note on the 4<sup>th</sup> Medium Term Plan;
- ii. Planners were encouraged to take lead in coming up with innovative ways to address the challenges they are facing;
- iii. Do we have progress in terms of implementation of past economic planning initiatives? A lot has been done with regards to economic planning and notable achievements have been realized; and
- iv. The status of the Planning Bill that will anchor the legal framework for the planning function is work in progress and efforts are being made to see its realization.

### **3.2 Development of the Fourth Medium Term Plan (MTP IV)**

The presentation, as presented by Director, Macro-Economic Planning and International Relations Directorate in the State Department for Planning, noted that the Fourth MTP (2023-2027) will implement the fourth and second-last phase of Kenya Vision 2030. The MTP will also set the momentum for transition to the next long term development agenda for the country.

The presenter pointed out that the MTP IV will be informed by lessons learnt from previous MTPs; prevailing global dynamics; and gains made during implementation of the previous MTPs. Further, MTP IV will mainstream the aspirations of the Sustainable Development Goals (SDGs),

African Union Agenda 2063, East African Community Agenda 2030 among other regional and international development obligations.



Furthermore, MTP IV will outline programmes and projects that the Government will implement during the period 2023-2027; and policies, legal and institutional reforms to support effective implementation of priority programmes for national development.

The Forum was informed that the development of the MTP IV has commenced with the development of a Concept Note to guide the process, a reflection on the scope, timelines, roadmap, core actions and budgetary requirements. The Concept Note has been developed through

consultations and interactions with CPPMUs from all Ministries and State Departments. The MTP IV will be finalized after being aligned with the winning party manifesto.

The presenter stated that the sectoral roles and responsibilities in the development of MTP IV are to:

- i. Identify and map out key sector stakeholders;
- ii. Undertake consultations during preparatory process of MTP Sector reports;
- iii. Undertake situation analysis for the sector by providing gap analysis for key achievements and unrealized priorities in implementing Third MTP and where possible provide disaggregate data;
- iv. Identify emerging issues and challenges;
- v. Identify flagship programmes and projects based on Flagship Project Identification Criteria, 2021;
- vi. Identify other programmes and projects for implementation in the next 5 years and provide targets for the medium-term period;
- vii. Identify the policy, legal and institution reforms to support implementation of the set programmes and projects;
- viii. Mainstream cross-cutting issues into the sector programmes and projects;



- ix. Mainstream Sustainable Development Goals, Africa's Agenda 2063 and other ratified regional and international development frameworks; and
- x. Prepare the implementation matrix that will outline programmes/project, objective(s), expected output/outcome(s), key performance indicator(s), implementing agencies, sources of funds, and the indicative cost.

### **Plenary discussions:**

The issues discussed during plenary were as follows:

- i. MTP IV projections should be realistic to the growth prospects of the country based on proper macro-economic and fiscal projections.
- ii. Under enablers of MTP IV, security has been captured as enabler which reflects more on the hardware and not software element. - There is need to include peace building and conflict management in order to comprehensively address issues on security;
- iii. Under the Social Pillar, on the priority sector of environment, there is need to put more emphasis on natural resource management;
- iv. No serious review has been done on MTP III.-There is, therefore, need to conduct an extensive review of MTP III that will subsequently inform the development of MTP IV; and
- v. The Strategic Plans are coming to an end in 2022 and there is need to give guidance on the development of next generations of Strategic Plans.

### **3.3 The Medium-Term Budget Process**

The presentation, as presented by a Budget Officer from The National Treasury and Planning, focused on the overview of the Budgeting process, PFM Process, Prioritization and Resource Allocation, Programme Costing, Programme Performance Reviews, and Programme Based Budgeting.

The presenter noted that budgeting process in Kenya is guided by the Constitution of Kenya, 2010, Public Finance Management Act, 2012, Public Finance Management Regulations, 2015 and Treasury Circulars and Guidelines. He further noted that the PFM process involve: policy review and formulation; strategic and operational planning; budget formulation, approval and adoption; budget execution; monitoring and reporting; and audit and evaluation.

Furthermore, the presenter stated that in prioritization process, the Government will continue to pursue the "Big Four" agenda and PC-ERS which are aimed at safeguarding livelihoods, creating jobs, reviving businesses and economic recovery. In addition, provision of core services, ensuring equity and minimizing costs through the elimination of duplication and inefficiencies will be prioritized.

In terms of resource allocation the criteria is for allocating resources to priority programmes including: linkage of programmes to PC-ERS; linkage of programmes to the ‘Big Four’ agenda either as drivers or enablers; linkage of the programme with the priorities of Medium-Term Plan III of the Vision 2030; degree to which a programme addresses job creation and poverty reduction; degree to which a programme addresses the core mandate of the MDAs, expected outputs and outcomes from a programme; cost effectiveness and sustainability of the programme; extent to which the programme seeks to address the viable stalled projects and verified pending bills; and requirements for furtherance and implementation of the Constitution.

The presenter also noted that MDAs are required to undertake Programme Performance Reviews (PPRs) in line with the guidelines issued by the National Treasury and carry out a detailed assessment of the progress achieved towards realization of the targeted outcomes and outputs after the implementation of the Medium-Term Budgets. A budget performance report plays key roles including planning future expenditures; informing resource mobilization strategies; tracking spending variances; and cost management tool.

The presenter also brought out the objectives, benefits and the concept of Programme Based Budgeting (PBB). Moreover, the presenter noted that some of the key considerations in designing programmes included that: the structure should match the main lines of service delivery in the MDAs and should be adhered to for a sound Programme Based Budget system; outcomes and outputs should be Specific, Measurable, Achievable, Realistic, and Time bound (SMART) and derived from Government Strategies; performance indicators and targets for outputs and outcomes should be results oriented, Clear, Relevant, Economic, Adequate, and Monitorable (CREAM) among others.

### **Plenary Discussions**

The issues discussed during plenary included:

- i. In some sectors, the programmes and projects that are in MTPs are not captured in MTEF budgeting process. -There is need to harmonize the programmes and the projects in the Medium-Term Plans to the budget.
- ii. Changes in the organization of Ministries particularly in terms of functions that had been transferred from one Ministry to another gives a challenge in terms of tracking of outputs. However, it was noted that tracking of outputs can still be done for the same sector through the new Ministry.

### **3.4 Status of Kenya Vision 2030 Flagship Projects**

The presentation, as presented by the AG. Director of Economic and Macro Pillar in the Vision 2030 Delivery Secretariat, outlined that the Kenya Vision 2030 was launched in June 2008 with a goal of transforming Kenya into “*a globally competitive and prosperous country with a high quality of life by 2030*”. The Vision aims to transform Kenya into “*a newly-industrializing, middle*



*income country providing a high quality of life to all its citizens in a clean and secure environment”. The Vision is implemented in five-year medium-term plans (MTPs). MTPs are prepared through a consultative process with stakeholders drawn from the national government MDAs, county governments, development partners, private sector, civil society organizations among other stakeholders.*

### **Kenya Vision 2030 Pillars and Enablers/Foundations**

The enablers to the vision are: Infrastructure; Science, Technology and Innovation (STI); Land Reforms; Labour and Employment; Security peace building and Conflict resolution; National values and ethics; Public Sector Reforms; Information and Communication Technology; and Ending Drought and Emergencies.

### **Implementation Status of Kenya Vision 2030 Flagship Programmes and Projects**

*Mr. John Mbuthi, AG, Director of Economic and Macro Pillar, Vision 2030 Delivery Secretariat, making a presentation.* **Enablers/Foundations**

<b>Sector</b>	<b>Sector Achievements</b>
Infrastructure	<ul style="list-style-type: none"> <li>i.Expansion and modernization of aviation facilities at JKIA, Kisumu International airport, Moi international airport-Mombasa and 1.4KM runway at Isiolo International Airport.</li> <li>ii.Construction and operationalization of SGR from Mombasa-Nairobi-Naivasha</li> <li>iii.Improvement of shipping and maritime facilities to handle Panamax and post Panamax container ships; completion of berth number 19 in Mombasa</li> <li>iv.Increased electricity access through the upgrading and expansion of national power transmission network.</li> <li>v.Implementation of Lamu Port South Sudan Ethiopia Transport Corridor (LAPSSET) components including construction of Isiolo-Moyale road and completion of the first 3 berths at Lamu Port.</li> <li>vi.Road expansion programme including the completion of Nairobi-Thika super-highway and the ongoing construction of the Nairobi Expressway.</li> </ul>
Information and Communication Technology	<ul style="list-style-type: none"> <li>i.Connected all major towns in the country through the National Optic Fibre Backbone Infrastructure (NOFBI) and Government Common Core Network (GCCN)</li> </ul>
Land Reforms	<ul style="list-style-type: none"> <li>i.Developed The Kenya National Spatial Plan (2015-2045)</li> <li>ii.Digitization of land registries countrywide.</li> </ul>
Public Sector reforms	<ul style="list-style-type: none"> <li>i.Implementation of integrated service delivery (one-stop shop) through establishment of Huduma Centres in the 47 counties.</li> <li>ii.Strengthened Public Finance Reforms by enacting PFM Act, 2012 and issuance of PFM regulations, 2015</li> <li>iii.Infrastructure and curriculum development at the Kenya School of Government</li> </ul>

Ending Emergencies	Drought	i.Establishment of the National Drought Emergency Fund (NDEF) to support the Arid and Semi-Arid areas
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### Kenya Vision 2030 Flagship Projects Achievements by Pillar

The achievements on the pillars of the Vision namely the Economic Pillar sector achievements, Social Pillar sector achievements and the Political Pillar sector achievements are as indicated hereunder:

#### Economic Pillar

Sector	Sector Achievements
Tourism	<ul style="list-style-type: none"> <li>i. Tourism earnings rose from Ksh 52.7 billion in 2008 to Ksh 163.6 billion and subsequently dropped to 91.7 billion in 20220. The decline in 2020was attributed to the Covid-19 pandemic.</li> <li>ii. Development of Lamu, Isiolo and Lake Turkana Resort cities. Identification of land along LAPSSET project has been done and conducted prefeasibility study for Isiolo resort city.</li> <li>iii. Niche product development and diversification: The Meetings Incentives Conference and Exhibitions (MICE) strategy was developed and implemented. Construction of Ronald Ngala Utalii college in Kilifi is ongoing.</li> <li>iv. Completed the development of Mama Ngina Waterfront and establishment of hotel refurbishment fund under the economic stimulus package with an initial endowment of Ksh 3 billion.</li> </ul>
Agriculture and Livestock	<ul style="list-style-type: none"> <li>i. Implementation of Fertilizer Cost Reduction Strategy through bulk purchase of fertilizers and blending.</li> <li>ii. Establishment of four (4) Livestock Disease Free Zones (DFZ) covering Bachuma,Kurawa and Miritini.</li> <li>iii. Implementation of the Consolidated Agricultural Reform Legislations by enacting the Agriculture and Food Authority Act, 2013(revised 2015), Crops Act,2013 and Kenya Agricultural Research Act, 2013</li> </ul>
Trade	<ul style="list-style-type: none"> <li>i. Implementation of Second-generation Single Window System to facilitate trade through electronic management of trade documentation.</li> <li>ii. Establishment of credit guarantee scheme yto support MSMEs with a seed capital of Ksh 3 billion.</li> </ul>
Manufacturing	<ul style="list-style-type: none"> <li>i. Establishment of special economic zones in Dongo Kundu and Naivasha is ongoing. Kisumu SEZ land was identified at Miwani area.SEZ Authority was established to spearhead the implementation of SEZ.</li> <li>ii. Transformation of Kenya Industrial Research and Development Institute (KIRDI) into a world class research institution and modernization of RIVATEX EA LTD textile company in Eldoret.</li> </ul>
BPO/ITES	<ul style="list-style-type: none"> <li>i. Development of Konza Technopolis project. The administration block and Data centre are complete, ongoing works include horizontal infrastructure entailing roads and streetscapes, waste water reclamation facility, parks are at 50% complete</li> </ul>
Financial Services	<ul style="list-style-type: none"> <li>i. Establishment of Nairobi International Finance Centre (NIFC) Authority to develop a more stable,efficient and a globally competitive financial services sector.</li> <li>ii. Developed the Capital Market Master Plan to strengthen capital markets as a major source of funding for infrastructural projects and private sector investment. Implementation at 54%.</li> </ul>
Oil, Gas and mineral Resources	<ul style="list-style-type: none"> <li>i. Completed the Early Oil Pilot Scheme (EOPS) project to evacuate early crude oil from early oil discoveries in the Lokichar South oil fields to Mombasa for export.</li> </ul>

## Social Pillar

Sector	Sector Achievement
Education	<ul style="list-style-type: none"> <li>i. Total enrolment in public and private secondary schools increased by 8% to 3.5 million in 2020 from 3.3 million in 2019. The sector saw increase in transition rates from primary to secondary at 91.1% in 2017 from 72.5% in 2012 and 59.6% in 2007.</li> <li>ii. TVET enrolment increased from 85,200 in 2008 to 127,691 in 2012 and from 2009,479 in 2018 to 359,852 in 2019 to 430,589 in 2020.</li> <li>iii. Basic Education Curriculum framework developed in MTP II led to the roll out of CBC of Pre-Primary 1&amp;2 and grades 1,2 &amp; 3. Curriculum designs for Grade 6 have been finalized and 25 curriculum designs for Grade 7,8 and 9 developed.</li> </ul>
Health	<ul style="list-style-type: none"> <li>i. The Social Health Protection fully implemented to targeted population of 437,394 expectant mothers in 2017 to 1,102,510 in 2020; 177,415 beneficiaries for the Health Insurance Subsidy for the poor in 2017 to 181,315 in 2020.</li> <li>ii. Modernization of hospitals to market Kenya as a hub for specialized healthcare like KNH, MTRH.</li> </ul>
Gender, Youth and Vulnerable groups	<ul style="list-style-type: none"> <li>i. Establishment and operationalization of the Affirmative Action Fund such as Youth Enterprise Development Fund, Women enterprise fund, AGPO among others.</li> <li>ii. A total of 152 Youth Empowerment Centers established to coordinate provision of youth friendly services by 2020 as compared to 130 centers in 2017.</li> </ul>
Sports, Culture and Arts	<ul style="list-style-type: none"> <li>i. Completion and operationalization of the National Library of Kenya.</li> <li>ii. Construction of the Kenya Academy of Sports.</li> <li>iii. Construction and upgrading of national stadia to international standards completed (Nyayo and Kinoru stadia)</li> </ul>

## Political Pillar

Sector	Sector Achievement
Devolution	<ul style="list-style-type: none"> <li>i. Promulgation of the Constitution of Kenya 2010 which prescribes the national values and principles of governance which include sharing and devolution of power to provide the basis for Kenya's system of devolved government.</li> <li>ii. Implementation of devolution with significant level of success including transfer of functions to the 47 counties.</li> <li>iii. Implementation of Constitution and Legal reforms by ensuring that all laws conform to the constitution.</li> </ul>
Governance and the Rule of law	<ul style="list-style-type: none"> <li>i. Development and operationalization of the Leadership and Integrity Act, 2012.</li> <li>ii. Criminal Justice System strengthened through strengthening Public Prosecution services, correctional services and witness protection services.</li> <li>iii. Judicial transformation through constructing, equipping and staffing court buildings</li> </ul>

## The Kenya Vision 2030 Flagship Projects Implementation Challenges

The implementation challenges include:

- i. Delay in reviewing, re-alignment and development of policies and legislative frameworks;
- ii. Unavailable or expensive land, delayed compensation and court cases challenging the compulsory acquisition;
- iii. Inadequate financial resources;
- iv. Challenge in coordination due to whole government approach;
- v. Lengthy procurement process; and
- vi. Limited coordination and partnerships in implementation.

## **Proposed Solutions to the Implementation Challenges**

The challenges can be solved by:

- i. Enhancing the role of private sector;
- ii. Adopting resource mobilization strategies such as PPPs and Development partners;
- iii. Improving the coordination mechanisms for all implementing agencies;
- iv. Enhancing the monitoring and evaluation of flagship projects;
- v. Fast-tracking reviews/development of policies and legislations; and
- vi. Stakeholder involvement at all stages of project management.

## **Ongoing Activities by the Vision 2030 Delivery Secretariat (VDS)**

- i. Three sets of progress reports covering the period 2008-2017, FY 2018/19 and FY 2019/20 have been prepared and will be launched in November 2021;
- ii. The development of FY 2020/21 Flagship Projects Report has been finalized;
- iii. Guidelines on how to implement the government Circular on synergized and coordinated government communication are being developed;
- iv. An assessment of the status of the implementation of the Vision 2030 Flagship Programmes/projects and preparation of an acceleration framework is ongoing; and
- v. Flagship programmes and projects identification criteria is being developed.

## **The Flagship Projects Identification Criteria**

There are mandatory and basic requirements in the Kenya Vision 2030 Flagship Projects Identification Criteria as follows:

### **Mandatory Requirements**

A Flagship programme/project should:

- i. Have been subjected to the PIM process;
- ii. Be large scale;
- iii. Address felt community needs and be identified through a consultative process;
- iv. Be aligned to national/county priorities and international obligations/communities.

### **Basic Requirements**

The basic requirements are:

- i. Impact to the economy;
- ii. Relevance;
- iii. Size of the project/programme-should be large scale;
- iv. Competitiveness; and
- v. Sustainability

## **Plenary Discussions**

During plenary a concern was raised that the CPPMUs have been reporting on flagship projects and programmes over the years without having an opportunity to visit and appraise the projects. In response it was stated that the opportunity to tour flagship projects can be organized. However, those visiting the projects will have to meet own costs.

### 3.5 Public Policy in the Development Process

The presentation, as presented by the Executive Director of the Kenya Institute for Public Policy Research and Analysis (KIPPRA), elaborated on public policy and highlighted that the public policy process, long term development agenda, and national values are foundations for public policy. The presenter noted that public policy is the course action by the government in response to societal problems. The government, through public policy, is able to correct or improve real-world market failures and imperfections with the use of Policy instruments.

The stages of the public policy process are problem identification; setting of agenda, where problems are prioritized; development of the policy, where the policy is designed and also undergoes approval by Cabinet and Parliament; implementation of the policy; and finally, evaluation of the policy. The presenter informed the Forum that evidence is critical in informing the entire public policy process.



*Dr. Rose Ngugi, Executive Director of the Kenya Institute for Public Policy Research and Analysis (KIPPRA), making a presentation.*

All public policies strive to fulfill certain development goals, key among the goals is improvement of the welfare of the citizens. Further, the Government uses Economic Policy to influence economic activities such as production, consumption and sharing of wealth. Through economic policy, the Government is able to enhance economic growth, create employment, and maintain price stability.

The Government of Kenya developed policies in response to the COVID-19 pandemic. The policies were meant to stimulate demand by maintaining production and employment at sustainable levels. Some of the policy instruments used were stimulus package, increased government spending, and debt service relief.

Furthermore, the presenter stated that public policy drives economic development by providing for actions to improve the well-being of people. Key among long-term policy development agenda include the Kenya Vision 2030, the United Nations 2030 Agenda, the African Union Agenda 2063, and the East African Community Vision 2050. National values form part of the foundations of

long-term development process in Kenya. The core values of development are sustenance of basic needs, self-esteem, and freedom of choice, which correspond to the National Values and Principles of sustainable development, creation of national identity and protection of the bill of rights.

### **3.6 Coordination of the National Statistical System (NSS)**

The presentation, as presented by the Director General of the Kenya National Bureau of Statistics (KNBS), noted that the National Statistical System (NSS) encompasses the collection of statistical organizations and units that develop, produce and disseminate official statistics on behalf of the Government at both National or County levels. NSS is guided by the Kenya Strategy for the Development of Statistics (KSDS). KSDS is implemented to meet the country's demand for statistical information and sets out planning, implementation, monitoring and evaluation of statistical activities and programmes. The Stakeholders in NSS include data users, development partners, media, academia, non-state actors and the public.

KNBS is mandated with supervising and coordinating the National Statistical System (NSS). This mandate is undertaken through collaborating with and assisting the county governments or any other institutions in the production of official statistics; providing technical advice on statistics to other state entities; promoting co-ordination among producers, users and suppliers of official statistics by forming appropriate sector committees; and designating statistics produced by national statistical system as official statistics on being satisfied that the necessary criteria have been followed.

The presenter stated that the Coordination of the National Statistical System consists of Statistical technical working Committees/Groups in various thematic areas, Partnerships and collaborations, Data Quality Assurance Framework Technical Assistance to MDAs and Counties, Capacity Building and Other support services through ICT support (Tablets, Server services), Designing surveys and questionnaire on request and Networking fora among NSS entities.



*Mr. Macdonald Obudho, Director General of the Kenya National Bureau of Statistics (KNBS), making a presentation.*

### **Plenary Discussions**

Issues discussed during the plenary were as follows:

- i. The credibility of the statistics released by KNBS. In response, it was stated that processes followed in the generation of data are very thorough from the inception until the release of



statistics. The 2019 Census adopted technology throughout the process thereby improving efficiency in data collection;

- ii. Existences of a regulatory body overseeing KNBS. It was revealed that in statistics, there are no regulators, therefore, KNBS operates in complete independence to ensure the processes of data collection, analysis, and dissemination are impartial; and
- iii. The cause of delays in the release of statistical reports. It was revealed that technical work in the generation of official statistics is usually completed in time. However, the bureaucracy in the release of statistics delays dissemination.

### 3.7 Emerging Population Issues in Kenya

The presentation, as presented by the Director General of the National Council for Population and Development (NCPD), stated that NCPD was established in 1982 as a government department. NCPD is a SAGA with a mandate to tackle emerging population issues and to ensure quality population for a prosperous Kenya. The Kenya's Population Policy Goal is to attain a high quality of life for the population of Kenya which is secure, healthy, broadly educated, trained and empowered for sustainable development.



*Dr. Mohamed Sheikh, Director General of the National Council for Population and Development (NCPD), making a presentation.*

The Forum was informed that NCPD has eleven (11) regional offices (Nyeri, Embu, Machakos, Nakuru, Eldoret, Kakamega, Kisumu, Kisii, Mombasa, Garissa and Nairobi). There is hence a need to create more offices in other counties to enhance the effectiveness and efficiency of the Council.

The Forum was also informed that there have been past population policies and programmes over the years that

include:

- i. Private Family Planning Associations formed (1955);
- ii. National Family Planning Programme (1967);
- iii. Population Studies Research Institute (PSRI) established (1977);
- iv. National Council for Population and Development (NCPD) established (1982);
- v. National Population Policy Guidelines (1984);
- vi. National Leaders Conference on Population (1989);
- vii. International Conference on Population and Development (1994);
- viii. National Population Policy for Sustainable Development (2000);
- ix. Population Policy for National Development (2012);

- x. 25<sup>th</sup> International Conference on Population and Development (ICPD25) Nairobi Summit; and
- xi. National Leaders Conference 2021.

The emerging population issues in Kenya were reported as follows:

- i. **Changing population age structure-** Various social and economic factors have altered population age structures causing important implications for sustainable development at national and county levels such as:
  - Increasing cases of violence;
  - Mismatch between available skills and labour market needs;
  - Health system and policy environment that does not adequately support healthy ageing; and
  - Low pension and cash transfer coverage for older persons.
- ii. **County disparities in fertility levels,** contraceptive use and teenage pregnancies such as: rising involuntary infertility and the associated stigma together with adoption and surrogacy issues; persistent social, cultural and health concerns on family planning; and current national adolescent birth rate is at 18 percent with an increasing number of birth rates amongst girls aged 10 to 14 years.
- iii. **Increasing recognition of migration as a key driver of national development.** The total urban population has been increasing rapidly since 1969 from one million to 14.8 million in 2019 with 29.6% of this population living in Nairobi City County. As a result, Kenya is currently experiencing uncontrolled urban development and urban sprawl, disparities in rural and urban development attracting movement from rural to urban, inadequate decent and affordable housing and unsustainable waste disposal in urban areas
- iv. **Inter-linkages between population dynamics, environmental degradation, climate change and sustainable development.** Kenya has over the years been experiencing rapid population growth, rapid urbanization, increasing human activities and high poverty levels. Consequently, the country is experiencing decreasing renewable fresh water per capita, water resource conflicts, catchment degradation, encroachment of riparian lands and wetlands.

The discussions established the need to:

- Advocate for increased budgetary allocation for population and development programs to address emerging population issues;
- Integration of population concerns in all national and county development plans;
- Strengthen capacities of MDAs and other national government institutions including county governments to collect, analyze, disseminate and utilize data generated at all levels;

- Establish a comprehensive, integrated and automated national center for population and development data;
- Strengthen private sector engagement to support data generation, analysis and use;
- Promote use of innovation and new technology in collection and dissemination of population and development data and information at all levels; and to
- Strengthen financial accountability for ICPD25 commitments by non-state actor among others.

The presenters emphasized that the implementation of the national population policy and programme requires a harmonized and legally institutionalized multi-sectoral collaboration and networking to address emerging and continuing population and development challenges. In addition, there is need to ensure adherence to the ultimate national population development aspirations through a shared vision of healthy, skilled and a prosperous society.

### **Plenary Discussions**

The issues discussed during plenary were as follows:

- i. There were concerns on less attention to preventive healthcare despite the benefits while more emphasis is placed on curative healthcare. In response it was stated that NCPD has no control over the situation however, lessons from the Covid 19 pandemic could be harnessed to improve on healthcare provision; and
- ii. A concern on safe abortion as a measure for population control was raised and NCPD position was sought on the same. In response, it was stated that since NCPD is a government institution, it deals majorly with unmet needs such as family planning and strictly abides with the laws and regulations of the Kenya's healthcare sector.

### **3.8 Accelerating Socio - Economic Development**

The presentation, as presented by the Secretary of the National Economic and Social Council (NESC), focused on enhancing the understanding of the Forum on socio-economic development. Particularly, the presentation highlighted key socio-economic development components; accelerating socio-economic development in Kenya; the role of CPPMUs in fostering socio-economic development; and the role of NESC in accelerating socio-economic development

The presenter noted that socio-economic development is measured by analysing human development, which is revealed by improved education, incomes, skills development, health, living standards and employment. Socio-economic development is often measured by indicators, such as Gross Domestic Product (GDP), life expectancy, literacy, levels of employment, among others.

Further, key Socio-economic components in development include Education, Health, Agriculture, Infrastructure (Transport, ICT, Housing), and Manufacturing and wealth creation (National

Security, Gender equality and equity). Socio-economic development in Kenya can be accelerated by focusing on economic and social transformation initiatives, such as poverty eradication, reduction of unemployment, development of roads and bridges, and enhancing the infrastructure of facilities like hospitals and educational institutions, among others.

Furthermore, the presenter noted that the role of CPPMUs in fostering socio-economic development is by prioritizing programmes and projects to accelerate socio-economic development; preparing Sectoral Plans and Strategies and aligning them with National Plans, such as Kenya Vision 2030; aligning Budgets to Plans; and Monitoring, Evaluation, Learning and Reporting.

In particular, the presenter noted that the role of NESC in accelerating socio-economic development is by serving as the focal point of conceptualization of economic and social ideas for development; providing a platform for clearing barriers in the implementation of flagship projects; and continuous Monitoring and Evaluation.

### **3.9 Consolidating and Deepening the Gains of National Government Constituencies Development Fund**

The presentation, as Presented by Chief Executive Officer, National Government Constituencies Development Fund Board stated that the National Government Constituencies Development Fund (NG-CDF) was established under the NG-CDF Act, 2015 (amended in 2016) as a successor to the repealed Constituencies Development Fund (CDF) Act of 2003. The Fund was established with the primary objective of addressing poverty at the grassroots level and to provide for sustainable development in all parts of the Republic, by dedicating a minimum of 2.5% of the National Government Share of revenue towards projects identified by constituencies.



*Mr. Yusuf Mbuno – Chief Executive Officer, NG-CDF Board making a presentation*

The presentation highlighted the key changes brought about by the new Act. The changes revolve around fund management; the NG-CDF Institutional structure; and role of the Cabinet Secretary responsible for NG-CDF, NG-CDF Board, NG-CDF Committees, Project Management Committee (PMC) and Fund Account Manager; and eligible and ineligible projects under the NG-CDF as provided under Section 24 of NG-CDF Act, 2015.

As provided for under Section 24 of the Act, eligible projects are only those in respect to works and services falling within the functions of the national government under the Constitution. In addition, eligible projects must be community based in order to ensure that the benefits are available to a widespread cross-section of the inhabitants of a particular area. Lastly, any funding under the Act shall be for a complete project or a defined phase of a project.

The Forum was informed that the National Treasury transfers funds to the NG-CDF Board, who later disburse the funds to the National Government Constituency Development Fund Committees (NG-CDFC). The NG-CDFC later makes payments in form of grants to the Project Management Committees (PMC) through the National Government Sub-County Treasuries. In terms of the allocation criteria of the funds, the CDF has an annual budgetary allocation equivalent to at least 2.5% of the National Government of the National Government ordinary revenue. Out of this amount, a maximum of 5% is set aside for administrative services of the Board and the remaining amount of not less than 95% of the annual allocation to the Fund is shared to the 290 constituencies in equal proportion.

Further, the Forum was informed that key achievements of NG-CDF include disbursement of up to Ksh. 390 billion to the 290 constituencies from 2003/2004 to the present period. In addition, NG-CDF successfully managed to run a unique project model, first of its own in the public sector, characterized by minimum administrative cost and bureaucratic red tape; and created employment locally.

Some of the challenges encountered in the management of the Fund include numerous litigations that derail operations of the fund; incomplete projects that fall under devolved functions which are not eligible for funding under the current Act; projects that are complete but not in use; high number of projects spread across the country therefore affecting effective monitoring and evaluation; and inadequate reporting and Information sharing among others.

### **Plenary discussions**

The issues discussed during plenary were as follows:

- i. There was a concern on whether NG-CDF supports and nurtures talents in the creative industry such as arts and sports - The Fund supports any talent existing across the country for example, in Gatanga the NG-CDF has approved the proposal to develop the youth empowerment program that will promote local artistic talent in the music and performing arts.
- ii. The awareness level of the NG-CDF in terms of the structure, capacity, resource-based planning and outreach programs that are being executed in the community. there is a need for creation of awareness in terms of the NG-CDF whereby MDAs were challenged to work in an integrated manner to accomplish their interventions in the community

- iii. There is need for NG-CDF to adapt a system-based approach in projects implementation to ensure operationalization and sustainability of projects in the long term.

### 3.10 Curriculum Reforms and the Role of Economists

The presentation, as Presented by the Director of Economic Planning, State Department for Vocational and Technical Training, discussed the Kenya Competency Based Curriculum (CBC),



*Ms. Everlyn Anupi, Director of Economic Planning, State Department for Vocational and Technical Training, making a presentation*

which is a new system of education designed by the Kenya Institute of Curriculum Development (KICD) and launched by the Ministry of Education in 2017. CBC emphasizes the paradigm shift of educational practices from teacher-centered approaches to learner-centered approaches. The curriculum replaces the 8-4-4 system to 2-6-3-3-3 system of education. The need to shift to CBC was necessitated by shortfalls in 8-4-4, as 8-4-4 was considered more academic and

examination oriented. CBC is designed to emphasize the significance of developing skills and knowledge and also applying those competencies to real life situations.

The presenter noted that planning has been critical in the shift to CBC and the process followed a curriculum development cycle. The cycle begins with conducting a needs assessment; policy formulation where the National goals of Education were developed; curriculum design; syllabus development and approval; development of curriculum support materials; teacher preparation; pre-testing/piloting; national implementation, which entails teacher orientation, distribution of syllabuses, and the actual execution; and finally monitoring and evaluation. The processes in the curriculum development cycle are interdependent and inform implementation.

Implementation of CBC has experienced challenges including inadequate infrastructure; inadequate capacity of teachers (numbers and skills); inadequate funding for curriculum reforms; inadequate engagement of all stakeholders in the implementation of CBC; misconceptions; litigation cases; among others. CBC was a new system of education at the early stages of implementation and the challenges being experienced were expected teething problems.

Economists and CPPMUs have a role to play in the successful transition to the new curriculum. Economists are expected to take lead in institutionalizing evidence-based policy analysis and research for a rational, rigorous and systematic approach to curriculum reforms implementation. Specifically, economists will conduct research and provide accurate and timely data to inform policy; conduct monitoring, evaluation, learning and reporting; enhance information sharing; and advocacy in curriculum reforms.

### **Plenary Discussions**

The issues discussed during plenary were as follows:

- i. Parents being overburdened with assignments in CBC. In response, it was stated that parents are only tasked with guiding the children in assignments.
- ii. Community service – It was revealed that community service is engrained in CBC and will be undertaken throughout the children’s learning. The learners had been involved in community service, including when they were taken to various markets to clean. More community service initiatives would be undertaken as learning progresses.
- iii. The removal of the minimum qualification of teachers from P1 to diploma. In response, it was stated that increasing the minimum requirement aims at improving the quality of teachers which will translate in delivery of higher quality education and improvement in the quality of students and graduate.
- iv. Whether CBC would instill moral values that would help eliminate the vices in society such as corruption. It was noted that instilling moral values in children begins with parents. Children learn more about morals from home and from their parents. Parents should instill their children with the appropriate moral values and be role models for their children to emulate.

### **3.11 Nuances on Development Outcomes from an Intergovernmental Fiscal Relations Perspectives**

The presentation, as presented by a representative from the Institute of Economic Affairs (IEA), focused on a study conducted by IEA on the effect of revenue forecasting on budgeting and implementation of programmes at the county level between 2014/15 and 2019/20. According to the study, counties are adversely affected by high discrepancies between revenue forecasted and transfers to counties, which poses significant operation challenges for counties as they plan, formulate and execute their budgets (delays in exchequer issues, budget instability due to frequent revisions and overall poor budget execution). The presentation put forward an argument of the importance of intergovernmental fiscal relations in Counties service delivery and try to establish why development goals/outcomes are lagging behind.





*Mr. John Mutua, a representative from the Institute of Economic Affairs (IEA), making a presentation.*

According to IEA, a well-functioning Intergovernmental System should have a stable pool of resources to share, be predictable in transfer of funds; and provide timely transfers of funds. However, there are challenges of Intergovernmental transfers that include delays in transfers to the counties and unevenness in the transfers.

According to the presentation, funding of county governments has not been maintained at stable levels relative to GDP - the Study by IEA shows transfers to counties is recorded at below 15%; there is overall decline in county level spending as share of GDP and consequently, development programmes are affected disproportionately; debt service, prioritization of National level programs, and revenue shortfalls contribute to the constrained transfers to counties as a share of national budget and GDP; and national revenue collection is uneven during the six (6) years under review.

## **Plenary Discussions**

The issues discussed during plenary were as follows:

- i. Whether there was a deeper analysis of the fiscal responsibility of the county spending patterns - The main purpose for the study by IEA was to point out the challenges in the current intergovernmental systems. The study revealed that revenue forecasting was the biggest challenge experienced in county budgeting and spending, as there was deviation from the actual revenues raised and allocated. In cases where there were shortfalls, counties were the most affected and were forced to revise their budgets downwards. The downward revision negatively affected project implementation and service delivery.
- ii. Whether there was an analysis on how counties spent own-source revenue? - A study on how counties had spent own-source revenues had not been conducted. There is need for counties to increase generation of own-source revenues. However, counties have limited sources of revenue, which includes Entertainment Tax, Levies, and Property Tax. In order



to increase revenue generation, there have to be proper systems in place, proper administration of the revenue, and adoption of technology.

- iii. It was noted that despite the presentation advocating for increased transfers to counties, there were serious corruption concerns on public expenditure. However, on the positive side there had been improvement in Audit Reports by the Auditor General on county expenditures over the years.
- iv. Conditions for membership to the Institute of Economic Affairs (IEA) and whether civil servants are eligible - Membership to IEA is voluntary and open to the public. A membership fee of KShs. 10,000 is charged on individuals and there is a corporate offer. More details on IEA, membership, and the benefits of being a member are on the IEA website.

### **3.12 Emerging Governance and Development Issues in Kenya**

The presentation, as presented by the Director, APRM & Governance -NEPAD/APRM Kenya Secretariat, focused on the emerging governance and development issues such as: devolution and diversity management for national unity; corruption and the quest for transformational leadership; youth unemployment, poverty and inequality; gender inequality and the two-thirds gender rule; and national security and terrorism among other emerging governance and development issues.



*Mr. Peter Kimemia, Director, APRM & Governance -NEPAD/APRM Kenya Secretariat, making a presentation.*

The presenter stated that it is imperative to note that the challenges cited in the APRM's 1<sup>st</sup> Country Review of Kenya of 2006 featured prominently in the constitutional review efforts that culminated in the promulgation of the Constitution of Kenya 2010. In the 2017 2<sup>nd</sup> Country Review for Kenya, a variance of the same issues re-emerged and even in the most recent governance reform efforts under the Building Bridges Initiative (BBI). This suggests that firstly, public participation in the identification of our challenges has been effective and consistent, a fact that was validated and confirmed by the Country Review

Team of foreign experts in 2006 and 2017. Secondly, that in future, the two houses of parliament

may need to take a keener interest in the APRM review reports with a view to implementing the recommendations.

Further, it is also important to appreciate that many of the government-supported governance reforms in post 2002 period have been people-driven and thus the issues raised have been consistent with the citizen's governance aspirations.

Key recurrent challenges towards governance and development include:

- i. **Devolution and Diversity Management for National Unity**- Although devolution helped address nation-wide perceptions of marginalization, there are emerging pockets of marginalization within individual counties which is a widespread concern. This challenge calls for stricter compliance with Section 65 of the County Government's Act (2012) and expansion of top national executive to strengthen national unity.
- ii. **Corruption and the Quest for Transformational Leadership**- Corruption imposes significant costs on businesses and public sector service delivery efforts in general. Multi-agency efforts for combatting corruption need to be stepped up and mend all the weak links to make corruption optimally expensive to its perpetrators. Speedy investigations, prosecution and conclusion of cases of corruption coupled with decisive asset seizures and forfeitures as well as barring corrupt individuals from holding public office helps to curb this menace.
- iii. **Youth Unemployment, Poverty and Inequality**- Although the economy has been growing albeit sluggishly due to various challenges (including floods, drought, desert locust's invasion, terrorism and in recent years, the COVID 19 global pandemic), it has not been able to keep up with the quest for jobs. Alongside government efforts to create an enabling environment for businesses to thrive and create job opportunities are direct public sector initiatives aimed at empowering the youth and women (including vulnerable members of the society).
- iv. **Gender inequality and the Two-Thirds Gender Rule**- It is evident that government has made tremendous efforts to bridge the gaps especially in the appointive positions. However, the good intentions contemplated in the 2010 CoK have sometimes been subverted by the political class. Citizens demonstrated their faith in the view that female political office holders are just as good as their male counterparts hence, the inclusion of the two-thirds gender rule.
- v. **National Security and Terrorism**- Terrorism-related insecurity in Kenya is externally driven and fed by the Al Shabab insurgency in Somalia and radicalization of Kenyans, particularly the unemployed youth. Kenya's porous borders and proximity to volatile

insecure neighbours coupled with the arms proliferation has allowed for weapons and ammunition to be easily attained. In recent years, through enhanced intelligence gathering and pre-emptive missions, Kenya security agencies have minimized terrorist activities.

- vi. **High public sector wage bill**- this was accentuated by devolution after Counties declined to slow down new recruitments. Attempts at rationalization of public sector staffing have faced numerous challenges due to lack of funds to finance operations.

Other emerging issues include

- Belligerence in the Judiciary (Separation of powers, rule of law vs rule by law)
- Politicization of key institutions of governance
- Inefficiency within the public sector –people getting away with non-performance and outright violations of existing service standards

In Conclusion, in spite of the challenges cited above, government has demonstrated a deliberate commitment to addressing them. Government responsiveness to citizens' legitimate grievances is a core indicator of good governance. It is, therefore, quite clear that the country is addressing the issues but certainly a lot more still needs to be done.

### **Plenary Discussion**

The issue raised during plenary discussions that included a concern on NEPAD's contribution in a bid to restore peace in Ethiopia was raised. In response it was explained that NEPAD follows the position of the country on matters security and regional relationships with its neighbours.

### **3.13 Web Link to the Presentations**

[https://drive.google.com/file/d/13ZNVq58dsSC3-H5XuU6J\\_fm8tG5KayFC/view?usp=sharing](https://drive.google.com/file/d/13ZNVq58dsSC3-H5XuU6J_fm8tG5KayFC/view?usp=sharing)

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## SECTION FOUR: STRENGTHENING CPPMUS

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### 4.1 Experiences of MDAs in Planning, Budgeting, Monitoring and Evaluation

The presentation, as presented by the Director of Economic Planning at the State Department for Interior and Citizen Services, highlighted that Central Planning and Projects Monitoring Units (CPPMUs) were created for the Economic Planning Function within the State Departments to coordinate economic planning activities in the Ministry/State Department. They are forty-four (44) CPPMUs and majority of them are headed by Directors of Economic Planning.

Key highlights were made on the role of CPPMUs in the MDAs including Coordinating the planning, economic policy issues and statistical programmes; coordinating the development of specific sectors of the Medium Term Plans (MTPs) for Kenya Vision 2030; Co-convening of various sub-sectors in the annual budgetary preparation process of the Medium Term Expenditure Framework (MTEF); Preparing inter-sectoral programmes and sector specific plans; Coordinate the preparation and implementation of development plans related to Regional and International Economic Partnership (Africa Agenda 2063 and EAC Agenda 2050), NEPAD/APRM Kenya and SDGs; Developing and reporting of the Ministerial Performance Contracts; Implementing the monitoring, evaluation and reporting standards; and Preparing and implementing of annual plan.

The key challenges encountered in the CPPMUs include: management of succession planning; low budgetary allocation for the units; induction for the newly deployed economists; lack of training opportunities in the Ministries; duplication of efforts especially by the line Ministries in terms of planning, monitoring and evaluation and policy coordination; inadequate office space and equipment for the CPPMUs; and lack of clear reporting structure in the line Ministry whereby the Head of CPPMU reports to the Secretary Administration or the Director Administration.



*Mr. John Njoroge Director of Economic Planning – State Department for Interior & Citizen Services, making a presentation*

The recommendations for strengthening the operations of CPPMUs include additional funding to the CPPMUs; provide training opportunities such as scholarships for all economists especially in the areas of policy analysis, project management and monitoring & evaluation; enhance knowledge sharing programs among CPPMUs; expand the scope for the welfare for the all the Economists; induction for the newly recruited/deployed economists; transformation/reforming agenda;

professionalize the economist career with some minimum qualification; frequent rotations for economists; and annual conference for all economists; and need to fill vacant positions in the CPPMUs.

### **Plenary Discussions**

The issues discussed during plenary were as follows:

- i. Resistance in terms transfers and rotation of Economists-Economists should be open minded to transfers as this exposure gives them a wide range of knowledge;
- ii. Compulsory minimum training should be done on a yearly basis so as to keep the economists at par with the necessary skills needed to perform their duties optimally -Efforts are being made in terms of availing training opportunities and scholarships for the economists;
- iii. Huge variances in terms of budgetary allocations to CPPMUs. - There is need to be more proactive in lobbying for funds during MTEF process; and
- iv. There is need to continue mentoring and coaching economists especially the newly hired economists.

### **4.2 Roles and Responsibilities of National Government Planning Officers at the County Level**

The presentation, as presented by Director, Economic Development Coordination Directorate



(EDCD) in the State Department for Planning, noted that in 2013, most of the staff previously under the Ministry of Planning, National Development and Vision 2030 were seconded to the counties. With effect from 1<sup>st</sup> July 2016, all officers at the county who were previously under the National Government Ministries/State Departments were devolved to the County Governments. Currently, there are 18 National Government County Planning that have been established and operationalized.

*Mr. Benson Kimani, Director, Economic Development Coordination Directorate (EDCD), making a presentation.*

The presenter stated that some of the roles and responsibilities for National Planning Offices at the County include:

- i. Tracking of national government development priorities and flagship projects at the county level;
- ii. Strengthening of intergovernmental economic planning matters at the county level;
- iii. Preparation of county quarterly and annual progress reports at the county;
- iv. Coordinating knowledge management at the county; dissemination of national plans, policies and strategies at the county;
- v. Advisory on the county regional economic blocs;
- vi. Preparation of SDGS progress report and voluntary national reviews in collaboration with relevant stakeholders at the county level;
- vii. Provision of technical support to the county development implementation coordination committees;
- viii. Oversee planning, monitoring and evaluation of the national government programmes and projects at the county level; and
- ix. Spearhead capacity building of county governments on economic policy and planning among others.

The presenter also noted that key challenges faced by National Planning Offices at the County in terms of executing its functions included inadequate funds; inadequate office space; lack of vehicles; no support services staff; and inadequate equipment and furniture.

### **Plenary discussions:**

The issues discussed during plenary were as follows:

- i. Weak linkage between MTPs, CIDP and Sectoral Planning through coordination of National Government programmes at the County level- There is need to strengthen the linkage between national plans and planning at County level;
- ii. There was a concern of inadequate infrastructure and vehicles at the National Planning offices at the County level. -There is need to create synergy with the County Government and give the necessary support to the officers deployed in these offices and making use of the vehicles availed by KNBS in the Counties;
- iii. Staff transfer that may bring underutilization of officers due their expansive experience in respective fields- Transfers will be done on need basis and officers are encouraged to be flexible; and
- iv. Inadequate of funds needed to run the operations of National Planning offices at the County. -It was proposed that the leadership for the State Department for Planning as co-conveners of the budgeting process should come up with new interventions and be more proactive in lobbying for more resources for the planning offices.

#### **4.2 Strengthening the Central Planning and Project Monitoring Units (CPPMUS)**

The presentation, as presented by the Director, Social and Governance Directorate in the State Department for Planning, highlighted the importance of CPPMUs in effective delivery of services in the line Ministries and State Departments. The State Department for Planning coordinates CPPMUs by deploying economists and regularly assessing the effectiveness and efficiency of the CPPMUs.



*Mr. Waweru Kamau, Director, Social and Governance Directorate in the State Department for Planning, making a presentation.*

The presenter stated that to strengthen the CPPMUs, the State Department for Planning rotated economists to widen their experience and avoid monotony of working in one area; ensured CPPMUs were sufficiently staffed by redeploying the newly recruited economists earlier in the year; considered CPPMU officers for training opportunities/scholarships available at the headquarters on a need basis and when opportunities

arose; developed the Career Progression Guidelines; and promoted interaction between the State Department for Planning and the CPPMUs by convening the Annual CPPMUs Forums. The State Department for Planning was in the process of developing a circular that would direct the upgrading of CPPMUs to Departments and reiterate the roles and responsibilities of the CPPMUs. Further, the State Department will continue to strive towards achieving the Authorized staff establishment at Headquarters and in the CPPMUs.

#### **4.3 Assessment on the Adequacy and Effectiveness of CPPMUS**

The presentation, as presented by a Principal Economist from the Social and Governance Directorate in the State Department for Planning, noted that the State Department for Planning regularly collects information on the adequacy and effectiveness of CPPMUs to identify existing gaps and make recommendations on how to enhance their functionality and strengthen their role on effective delivery of services in National Development Planning.





*Mr. Joseph K. Njagi, Social and Governance Directorate in the State Department for Planning, taking the participants through the assessment tool.*

The presenter revealed that the State Department has developed a tool to conduct the assessment and presented it during the Forum for review and make improvements of the tool. The tool would assist in collecting information on staff composition of CPPMUs; levels of awareness of CPPMUs officers on the National Planning function; the challenges faced by CPPMUs in executing their mandate and functions; and the recommendations of officers from CPPMUs on how to improve the functionality.

During the review of the tool, the participants in the Forum proposed that:

- i. The findings of the tool that had been administered during the previous CPPMUs Forum should have informed the current tool that was to be administered;
- ii. In evaluating the staffing levels of CPPMUs, the tool should not only focus on economists but also the administrative and support staff working under the CPPMUs;
- iii. The questions on CPPMUs Audit should have provided for open responses instead of limiting to the specific options provided (strongly agree to strongly disagree);
- iv. The tool should have captured the scope of the many functions and activities carried out by CPPMUs such as involvement in policy processes that are not on economic planning, ad hoc assignments and all tasks that cannot be undertaken by technical departments in MDAs;
- v. The tool should also incorporate questions that would be relevant to SAGAs and economists deployed in SAGAs;
- vi. Some of the questions on general examination of CPPMUs should be reframed so as to obtain responses that would provide quantitative data as opposed to qualitative data; and
- vii. The tools should be shared and circulated to economists in the CPPMUs before the Forum to allow time to review and forwarding comments on improvement.

#### **4.4 Career Progression for Economists**

The presentation, as presented by the Director Human Resource Management and Development at the State Department for Planning, focussed on career progression guidelines for the Economists cadre in the Public Service. The presentation detailed the requirement for employment, promotional requirements, functions of the Economists and experienced requirements.



The presenter noted that the objectives of the career progression guidelines are to:

- v. Provide guidance in career and succession management for Economists in the civil service;
- vi. Provide uniform norms and standards in career management;
- vii. Strengthen the linkage between career progression and other human resource management practices by aligning individual and organizational goals;
- viii. Strengthen the linkage between performance, career advancement and rewards;
- ix. Provide means for collaboration with stakeholders in career management; and
- x. Ensure compliance with relevant constitutional and other statutory provisions.



*Ms. Mary Kemunto, Director Human Resource Management and Development at the State Department for Planning, making a presentation.*

The Forum was informed that appointment to the various grades within the cadre is based on: approved staff establishment; performance; academic qualifications; professional qualifications; requisite competencies; knowledge and skills; experience; personal attributes; and adherence to Values and Principles of the Public Service.

Further, the recognized qualifications for the economists' cadre including the mandatory promotional requirements as per

the Public Service Career Guidelines are:

**Bachelor's degree** in any of the following fields: Economics, Statistics, Economics and Mathematics, Economics and Statistics, Economics and Finance, or any other equivalent relevant branches of economics.

**Master's degree** in any of the following areas: Economics, Economic Policy Management, Multilateral Trading Systems, Econometrics, Public Finance, Development, Environmental Economics, Health Economics, Agricultural Economics, Demography, International Economics, Economic Cooperation and Human Development, Transport Economics, Labour Economics, Industrial Economics, Energy Economics, Mining Economics, Petroleum Economics, Statistics, Project Planning and Management, Philosophy in Economics, Public Policy, Economics of Development, Economics of Rural Development, Monitoring and Evaluation or any other equivalent qualification from a recognized institution

**Mandatory Promotional Certificates:** Monitoring and Evaluation, Investment Appraisal and Risk Analysis, Project Management, Macroeconomic Modeling and Forecasting, Policy Analysis,

Strategic Planning and Management, Performance Management, Negotiation Skills, Resource Mobilization lasting not less than two (2) weeks from a recognized institution.

Other promotional qualifications for Economist Cadre are: membership to a relevant professional body; certificate in Senior Management Course from a recognized institution; certificate in Leadership; and any other qualification as may be approved by the Public Service Commission.

The presenter also stated that the broad functions of the Economists cadre in the Public Service as per the current Career Guidelines are to:

- i. Coordinate the formulation, implementation and review of national and sectoral development plans, policies, sessional papers and strategies;
- ii. Coordinate the National Economic and Development Planning functions at the Counties;
- iii. Develop and ensure conformity to norms and standards on development planning at both national and county levels;
- iv. Ensure linkage between the national and sectoral policies, plans and align them to budgets;
- v. Track and report progress on implementation of the national development Blueprints, policies, programmes and projects;
- vi. Conduct studies on topical and emerging socioeconomic issues to inform policy formulation and planning;
- vii. Coordinate and track implementation of Bilateral, Regional and multilateral International Economic Partnerships in Kenya;
- viii. Coordinate implementation, monitoring and reporting of the EAC Vision 2050, Africa Agenda 2063 and the 2030 Agenda on Sustainable Development; and
- ix. Undertake macroeconomic research, modeling and forecasting.

### **Experience Requirements for Promotion of Economists**

SERVICE GRADE	EXPERIENCE
<b>Economist 1 (CSG9)</b>	Served for a minimum period of one (1) year at CSG 10 or a comparable and relevant position in the wider Public Service or private sector
<b>Senior Economist (CSG8)</b>	Served for a minimum period of four (4) years, three (3) of which must have been at the grade of Senior Officer, CSG 9 and above or a comparable and relevant position in the wider Public Service or private sector
<b>Principal Economist (CSG7)</b>	Served for a minimum period of six (6) years, one (1) of which must have been at CSG 8 or in a comparable and relevant position in the wider Public Service or private sector
<b>Chief Economist (CSG6)</b>	Served for a minimum period of eight (8) years, one (1) of which must have been at CSG 7 or a comparable and relevant position in the wider Public Service or private sector

<b>Director of Economic Planning (CSG5)</b>	Served for a minimum period of eleven (11) years, three (3) of which must have been in a middle level management position equivalent to the grade of Assistant Director, CSG 7 and above or a comparable and relevant position in the wider Public Service or private sector
<b>Economic Planning Secretary</b>	Served for a minimum period of thirteen (13) years, three (3) of which must have been in a senior management position equivalent to the grade of Deputy Director, CSG 6 and above or a comparable and relevant position in the wider Public Service or private sector

**4.5 Strengthening the Economists Society of Kenya**

The presentation, as presented by the Chairman, Economists Society of Kenya (ESK), focussed on the objectives and membership provision of the ESK, highlighted the objectives of the Economists Society of Kenya. These are to:

- i. Promote economic research, development, consultancy, training and referrals;
- ii. Participate in shaping the economic development through representation in key decision-making organs in the country and internationally; and
- iii. Provide a platform for economic professionals to engage in, and sustain policy debates on economic development.



*Mr. Kefa Omanga, Chairman, Economists Society of Kenya (ESK) making a presentation.*

The presenter indicated that there are four categories of membership provision in the ESK. These include:

- i. **Fellow:** an individual with a minimum work experience of six (6) years in economic related field and holds Masters/PHD Degree in economics, statistics or any other relevant field with evidence of contribution in the authorship of at least four (4) key policy documents and /or research papers published in a recognized journal. The registration fee for this category is KSh 5,000 with Annual Subscription of KSh 2,500;
- ii. **Full Members:** an individual who holds first degree in economics, statistics or any other relevant field with a working experience of at least three (3) years in economic related field. The registration fee for this category is KSh 3,000 with Annual Subscription of KSh 1,500;
- iii. **Associate Members:** an undergraduate student of economics enrolled in a reputable institution of higher learning or a graduate of economics with one year upon graduation

before securing reasonable employment. The registration fee for this category is KSh 1,000 with Annual Subscription of KSh 500; and

- iv. **Honorary members** shall be individuals, not necessarily being members of the Society but who have rendered special services to the Society or the economics profession.

Lastly, the presenter noted that benefits of being a member of the society include:

- i. Membership certificate;
- ii. Professional clout that goes beyond that of an individual;
- iii. Voting rights in ESK Annual general Meetings;
- iv. Priority registration to attend ESK Conferences and seminars; and
- v. Participation in Continuous Education Programmes (CEP) organized by ESK.

#### **4.6 Strengthening the Social Welfare for Economists**

The presentation, as presented by the Secretary to the Economists Social Welfare, outlines the membership and welfare operations.



*Mr. Samuel Nguluu, Secretary, Economists Social Welfare making a presentation.*

##### **Membership of the Welfare.**

The Welfare has drawn membership largely from Government Officers, majority of which are Economists / Statisticians. The Welfare also admits other professionals other than economists as members. Welfare membership is upon payment of non-refundable membership fee of KShs 1,500. Telegram is the universally agreed platform for information sharing among members

##### **The presenter highlighted welfare operations as follows:**

- i. Minimum financial support is KShs. 1,000 to be contributed upon incidences of bereavement of members' nuclear family.
- ii. Support coverage to include Principal/contributing member, his/her nuclear family and biological parents
- iii. Timeline for contribution: A maximum of three (3) days after the Chair of the Economist Social Welfare notifies members of any eventuality that requires support
- iv. Contributions towards a principal member shall be a minimum of KShs. 2,000 while for secondary members (nuclear family and biological parents) shall be a minimum of KShs. 1,000

- v. Threshold for support: For one to be eligible for support, he/she should have contributed for four (4) or more of the last five (5) supported official functions.

The presentation highlighted the milestones that the welfare has accomplished, challenges faced overtime and the way forward towards the realization of the welfare goals.



#### 4.7 Sharing of Experiences on the Economic Planning Function

“I encourage the new Economists to create their own space in order to remain relevant especially in the line ministries since they are not referred to as the technical officers but support staff in the ministries. You must remain focussed and show case your skills with courage as the senior officers are available to provide mentorship and guidance.the newly appointed economists already demonstrate maturity and eagerness to take up responsibility.”- **Evelyn Anupi- Ministry of Education, State Department for TVET.**



“I wish to express with gratitude for the posting of the new economists and express that they are already utilising their talents and abilities to further the planning functions of their various State Departments”- **Benson Mapesa- State Department of EAC**

“I cannot overemphasize the value of economists. I particularly experienced this during the MTEF Budget process where the participation of Economists was significant and felt.”- **John Munywoki- Senior Chief Finance Office, State Department of Planning**





“We have been fully engaged in the activities of the directorates and State Departments where we are deployment. Of course, the high expectations set by the existing Economists and reputation of economists out there sets the bar and create a conducive learning environment for the new economists and helps them to learn fast.”-  
**Silvance Ocham - Economist, State Department of Planning.**

“I wish to recognize the great role and help the newly posted Economists have been, they have been performing the tasks given to them with diligence. I encourage the Economists to remain collectively focussed in undertaking their functions and responsibilities since as they do so they also benefit individually and collectively as citizens.”-  
**Director, Ministry of Energy. Timothy Gakuo.**



“The new Economists are professionals, and are always ready and willing to learn. Their readiness to take up responsibilities and new challenges given to them by the existing Economists cannot be overlooked.”-  
**Rachael Munyifwa - Economist, State Department of Defence.**



“I wish to underscore the importance of Economists and encourage the new economists that even as they work to fulfil their roles and responsibilities in various Ministries, they should also endeavour to demonstrate patriotism at all times.”- **Dr. Rose Ngugi- Executive Director, KIPPRA.**



“I encourage the economists to share their information promptly and make use of the social media pages for planning, that is, planning website, Facebook and twitter to share information.”-**Florence Mugendi- Communications Department.**

“I wish to portray my gratitude to the economists who have mentored, trained and given us opportunities to learn. I particularly want to thank Madam Winnie Karigithi for taking me along on all functions and enabling me to learn.”- **Carolyne Matemo - Economist, State Department of labor.**



“I appreciate the opportunity to be part of the Public Service. I look up to economists that have been in the service and admire the skills and knowledge they possess when executing their functions and also appreciate their willingness to engage us in work.”- **John Mutiso - Economist, State Department of Planning.**



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## SECTION FIVE: CHALLENGES FACING THE CPPMUS

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The following challenges were identified:

- i. **Succession management and staff turnover:** The Economists cadre has been highly affected by attrition rates especially the ageing civil service and staff turnover as officers opt for lucrative opportunities in other cadres. This led to reduced numbers of experienced officer in the CPPMUs;
- i. **Low and varying budgetary allocations for CPPMUs:** Funds allocated to the CPPMUs vary from one MDA to another albeit insufficient to undertake the set functions.
- ii. **Induction of Newly recruited Economists:** The Human Resource Development Policy stipulates that induction shall be conducted within three (3) months of appointment. The newly recruited Economists have not yet undergone an Induction programme hence not fully familiar with the operations of the government;
- iii. **Few training opportunities in the MDAs;** There are no tailor-made training opportunities for economists on emerging developmental issues in areas of Climate change, blue economy and green growth among other issues;
- iv. **Coordination of Planning, Monitoring and Evaluation:** Duplication of functions meant for CPPMUs by technical departments in MDAs in undertaking planning, monitoring and evaluation and policy coordination functions resulting in a conflicts;
- v. Inadequate office space and equipment for the CPPMUs; and
- vi. **Reporting Protocols:** Lack of clear reporting structure in the line Ministry whereby the Head of CPPMU reports to the Secretary Administration or the Director Administration.
- vii. **Lack of Legal Framework:** The is no legal framework to anchor the Economic Planning function resulting to inadequate funding of national priorities under the Medium-Term Plans

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## SECTION SIX: RECOMMENDATIONS

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The Forum recommended as follows:

- i. The is need to hold an induction programme for the newly recruited Economists as required by the Human Resource Development policy to enable the Economists familiarize with the Government work environment;
- ii. Provision of training opportunities and refresher courses for all economists especially in the areas of policy analysis, project management and monitoring & evaluation. Further, there is need to extend where possible, the available scholarship opportunities offered in Headquarters to CPPMU staff. The State Department should also design training opportunities for economists on emerging developmental issues in areas of Climate Change, Blue Economy and Green Growth among other issues;

- iii. There is need to ensure that all CPPMUs are well staffed at all levels by filling vacant positions as per the establishment. Further, Frequent rotations for economists should be undertaken for constant learning and experiences;
- iv. The State Department for Planning should advocate for additional funding for the CPPMUs. Further, CPPMUs should present their budgetary requirements and the corresponding justification in bidding for resources during the medium-term budgeting processes;
- v. The State Department for Planning should fast track the issuing of a Circular to all MDAs stipulating the roles and responsibilities of CPPMUs as well as the reporting structure; and
- vi. There is need to develop a legal framework to anchor the Economic Planning function

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## SECTION SEVEN: WAY FORWARD

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Following a successful 2021 CPPMU Forum, several issues were raised, discussed and recommendations made. In an effort to address the issues raised, the proposed way forward is as follows:

- 1. Involvement of the CPPMUs in the development of the Fourth Medium Term Plan (MTP IV)** - The State Department has initiated the development of MTP IV; a draft concept note is in place and under validation; the CPPMUs will be highly involved in the development of the Sector Plans and the draft MTP IV; and the road map for the development of MTP IV has been prepared with the Sector Working Groups being constituted by mid December 2021.
- 2. National Government Planning Offices at the County** - The State Department for Planning will endeavor to support the full establishment and strengthening the county level planning offices. Recently, the State Department advertised the positions of Directors of Planning and Principal Economists specifically for the county services. In order facilitate the county planning offices to effectively undertake their functions, the commitment by Director General KNBS to support through shared use of their field vehicles will go a long way in ensuring mobility of the officers.
- 3. Funding of CPPMU Functions** - Funds allocated to the CPPMUs vary from one MDA to another albeit insufficient to undertake the set functions. The State Department for Planning advocate for additional funding for the CPPMUs. Directors/Heads of CPPMUs are advised to ensure that they present their budgetary requirements and the corresponding justification in bidding for resources during the medium-term budgeting processes.
- 4. Staffing of CPPMUs** - To ensure that CPPMUs function effectively and efficiently there is need to ensure they are well staffed at all levels. The State Department shall strive to ensure the vacant Directors of Planning positions are filled for strategic leadership of the Units. Further, based on the approved staff establishment, recruitment, rotation and redeployment of Economists will be conducted as and when need arises.
- 5. Capacity Development and Training of officers in the CPPMUs** - The State Department for Planning will undertake an induction for the newly recruited economist familiarize with the Economic Planning function. Further, training opportunities will be sought, especially in the area of Masters for the career progression of the Economists through partnering with the local and international universities and development partners. The MDAs are also encouraged to use the already existing linkages and networks in provision of training opportunities. The State Department for Planning will also continue exploring training opportunities for all Economists in the areas of policy analysis, project management and monitoring & evaluation.

6. **Engagement with SAGAs** - Following the successful interaction with the SAGAs which fall under the State Department for Planning during the 2021 CPPMU Forum, a lot of learning and information sharing was accomplished. The State Department for Planning will continue to ensure that the SAGAs participate fully in the future Forums and other platforms for Economists.
7. **Circular on revitalization and Strengthening of CPPMUs** - To ensure that the functions of CPPMUs are well defined, commonly understood and appreciated, the State Department has developed a Circular, to be signed by the Cabinet Secretary, National Treasury and Planning, to all the Principal Secretaries expressly stating: Roles and responsibilities of the CPPMUs; reporting Structure at the MDA level; upgrading of the CPPMUs to Departments; Designation of Directors of Economic Planning as AIE to exclusive CPPMD votes; and request to Ministries/State Departments to provide adequate resources including office space and allocation of adequate funds in the introduced budget Vote Head for CPPMDs.
8. **Presentation on topical issues** - To ensure the Annual CPPMUs Forum are interactive and informative, the State Department for Planning will “Call for papers” on topical issues relating to economic policy and development.
9. **Legal Framework for Planning** - The State Department for Planning shall spearhead the development of a legal framework to anchor the Economic Planning function.

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## SECTION EIGHT: OFFICIAL CLOSING

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### 8.1 Highlights of the Remarks by the Economic Planning Secretary

The Economic Planning Secretary in her remarks took note that the 2021 Annual CPPMUs Forum had recorded an attendance of 200 participants against a target of 150 participants and the previous year's attendance with an estimated 120 participants. The EPS also appreciated the attendance of the newly recruited economists and all the participants in the Forum. Most importantly, the EPS expressed satisfaction that the 2021 Annual CPPMUs Forum had successfully met all the objectives set.

The EPS further acknowledged that Director Generals, CEOs and Executive Directors from SAGAs had been in attendance throughout the Forum and commended them for holding the Forum in high regard. The EPS also appreciated the Director Generals, CEOs, Executive Directors, and representatives from SAGAs, all presenters, session chairs and participants who shared their experiences for taking part in the Forum;

Furthermore, the EPS commended the organizing Secretariat comprising Officers from the Social and Governance Directorate in the State Department for Planning for working tirelessly to ensure the success of the Forum. The EPS recognized and appreciated the leadership demonstrated by the Director, Social and Governance in organizing and ensuring the Forum went according to plan. She further acknowledged the success of the networking session and emphasized the importance of also having non-formal engagements.

The EPS also acknowledged the number of challenges experienced in CPPMUs that had been pointed out during the Forum had reduced in number compared to the previous years and emphasized that the State Department for Planning would continue to collaborate with CPPMUs in driving the national development agenda.



*The EPS giving the way forward and remarks.*

### 8.2 Highlights of the Official Closing Speech by the Principal Secretary

In the official closing remarks, the Principal Secretary for the State Department for Planning noted that the Forum brought together economists from various MDAs as well as key speakers from

SAGAs within the State Department for Planning. He further expressed satisfaction with the Forum's attendance, which constituted a good number of the newly appointed economists. The participation of the newly appointed economist was an indication of the keenness of the heads of CPPMUs and Directors of Planning in mentoring and nurturing the newly appointed economists. He urged the new economists to emulate the diligence and commitment portrayed by their seniors as they bring on board new ideas and innovations to the economic function.



The Principal Secretary took note that the interactions were highly technical and insightful, and would provoke further discussions on advancing the national development agenda. Specifically, the PS acknowledged the presentations made by the Directors of Economic Planning from the State Department for Interior and Citizens Services and the State Department for Basic Education. The presentations were on the experiences of MDAs in planning, budgeting, monitoring & evaluation and Curriculum reforms and the role of economists.

Further, the Principal Secretary reiterated the key highlights that emanated from the Forum, which include; the critical role played by the CPPMUs the need to strengthen the CPPMUs to ensure adequacy, effectiveness and efficiency; the need to increase budgetary allocations to CPPMUs to effectively and fully undertake set functions; the need for regular assessment of adequacy and effectiveness of CPPMUs towards enhancing their functionality; and the need to provide training opportunities to all economists. Further, the PS emphasized the need for continuous interactions and collaborations between the State Department for Planning, the SAGAs and all CPPMUs and engage in interactive sessions to discuss topical research papers on Economic Planning.

Finally, the Principal Secretary noted that CPPMUs continued to experience pressing challenges in the execution of set functions, which include lack of clear reporting structures in some MDAs for Heads of CPPMUs to directly report to respective Principal Secretaries and some technical departments undertaking the functions of the CPPMUs. The PS stated that the issues raised would be taken up by the State Department for Planning, assured participants that the State Department would take into consideration the recommendations made and endeavor to address the challenges

faced by the CPPMUs. The PS concluded by expressing hope that the recommendations made in this year's Forum would be reflected on the improved functionality of the CPPMUs in the following year's Annual CPPMUs Forum.



*Participants after the Official Closing*



## ANNEXES

### ANNEX ONE: CPPMU FORUM PROGRAM

#### THEME: "Consolidating and Deepening Gains of Development Planning"

TIME	ACTIVITY	Facilitators
<b>DAY ONE: MONDAY 8<sup>TH</sup> NOVEMBER 2021</b>		
	Arrival in Mombasa	All
<b>DAY TWO: TUESDAY 9<sup>TH</sup> NOVEMBER 2021</b>		
8.30 - 9.00 a.m.	Arrival at Venue and Registration	Secretariat
9.00 - 9.15 a.m.	Introductions and Climate Setting	Mr. Waweru Kamau Director, Social and Governance/
9:15 - 9:30 a.m.	Workshop Objectives - Ann Mwangi, Chief Economist, SGD	
9:30 - 11:00 a.m.	<p><b>Remarks</b> Mr. Joseph Mukui Economic Planning Advisor</p> <p><b>Remarks</b> Mrs. Katherine Muoki Economic Planning Secretary</p> <p><b>Official Opening</b> Mr. Eric Simiyu Wafukho Chief Administrative Secretary The National Treasury and Planning</p>	Mr. Joel Makori Director Administration
<b>11:00 - 11:30 a.m.</b>	<b>TEA BREAK</b>	
11:30 -12:30 p.m.	1. Experiences of MDAs in Planning, Budgeting and M&E	Mrs. Katherine Muoki



<b>TIME</b>	<b>ACTIVITY</b>	<b>Facilitators</b>
	<ul style="list-style-type: none"> <li>- Mr. John Njoroge</li> <li>2. Presentation on Salient Issues of the Medium-Term Budget Process (prioritization and allocation of resources; costing of programmes and projects; programme performance reviews; and programme-based budgeting) - Julius Muia, PhD, CBS, Principal Secretary, The National Treasury</li> <li>3. National Development perspectives over years - Mr. Joseph Mukui, Economic Planning Advisor</li> </ul>	Economic Planning Secretary
12.30 - 1.00 p.m.	Plenary	
<b>1.00 - 2.00 p.m.</b>	<b>LUNCH</b>	
2:00 - 3:30 p.m.	Presentations on Topical Issues: <ul style="list-style-type: none"> <li>1. A Topical issue from the line Ministry perspective by a Representative from CPPMUs - Everlyn Anupi, Director of Planning</li> <li>2. Presentation on a Topical Economic Issue - Mr. Kwame Owino, Institute of Economic Affairs</li> </ul>	Ms. Winnie Karigithi, Director of Planning
3:30 - 4:00 p.m.	Plenary	
<b>4.00 - 4.30 p.m.</b>	<b>TEA BREAK</b>	
<b>DAY THREE: WEDNESDAY 10<sup>TH</sup> NOVEMBER 2021</b>		
8.30 - 9.00 a.m.	Recap	Secretariat
9:00 - 10.00 a.m.	Presentations on: <ul style="list-style-type: none"> <li>1. Medium Term Plan IV - Director, Macro</li> <li>2. Roles and responsibilities of NG-Economists at County level - Director, EDCCD</li> </ul>	Mr. Aloyce Ratemo Director Monitoring and Evaluation

TIME	ACTIVITY	Facilitators
10:00 - 10:30 a.m.	Plenary	
<b>10.30 - 11.00a.m.</b>	<b>TEA BREAK</b>	
11.00 - 12:30 p.m.	Presentation on: <ul style="list-style-type: none"> <li>1. Consolidating and deepening the gains of NG-CDF - Mr. Y. Mbuno, NG-CDF</li> <li>2. National Statistical Systems - Mr. M. Obudho, KNBS</li> <li>3. Policy Formulation and the Implications - Dr. R. Ngugi, KIPPRA</li> </ul>	
12:30 - 1:00 p.m.	Plenary	
<b>1.00 - 2.00 p.m.</b>	<b>LUNCH</b>	
2:00 - 3:30 p.m.	Presentation on: <ul style="list-style-type: none"> <li>1. Emerging Issues on Population and Development - Dr. S. Mohamed, NCPD</li> <li>2. Status of Kenya Vision 2030 Flagship projects - Mr. K. Mwige, VDS</li> <li>3. Emerging Issues on Governance and Development - Amb. Dr. S. Okwiya, NEPAD/APRM Kenya</li> </ul>	
3:30 - 4:00 p.m.	Plenary	
<b>4.00 - 4:30 p.m.</b>	<b>TEA BREAK</b>	
<b>DAY FOUR: THURSDAY 11<sup>TH</sup> NOVEMBER 2021</b>		
8.30 - 9.00 a.m.	Recap	Mr. John Njoroge, Director of Planning
9:00 - 10.30 a.m.	Strengthening Central Planning and Projects Monitoring Units (CPPMUs) - Director Social and Governance	
	Interactive Engagement with the Chief Administrative Secretary/Planning Mr. Eric Simiyu Wafukho	
<b>10.30 - 11.00a.m.</b>	<b>TEA BREAK</b>	

TIME	ACTIVITY	Facilitators
11.30 - 1.00 p.m.	<ol style="list-style-type: none"> <li>1. Review of the tools for Assessing the Adequacy and effectiveness of CPPMUs</li> <li>2. Discussion on Recommendations and areas of improvement for revitalization of CPPMUs</li> </ol>	
1.00 - 2.00 p.m.	<b>LUNCH</b>	
2.00 - 3.00 p.m.	Group work presentations and Plenary	
3.00 - 3:30 p.m.	<b>TEA BREAK</b>	
<b>DAY FIVE: FRIDAY 12<sup>TH</sup> NOVEMBER 2021</b>		
8.30 - 9.00 a.m.	<b>Recap</b>	Mr. Waweru Kamau, Director, Social & Governance
9:00 - 10.00 a.m.	Presentation on: <ol style="list-style-type: none"> <li>1. Economists Career Progression - Director, HRM&amp;D</li> <li>2. Strengthening the Economist Society of Kenya - TBD</li> <li>3. Strengthening the Economist Social Welfare - TBD</li> </ol>	
10:00 - 10:30 a.m.	Plenary	
10.30 - 11.00 a.m.	<b>TEA BREAK</b>	
10.30 - 1.00 p.m.	<b>Way Forward</b> Mrs. Katherine Muoki Economic Planning Secretary  <b>Closing Remarks</b> Mr. Saitoti Torome, CBS, Principal Secretary, State Department for Planning	
1.00 - 2.00 p.m.	<b>LUNCH</b>	
2.00 - 4:00 p.m.	Networking Session	
<b>DAY SIX: SATURDAY 13<sup>TH</sup> NOVEMBER 2021</b>		
	Departure	All

## **ANNEX TWO: SPEECHES**

### **REMARKS BY KATHERINE MUOKI, ECONOMIC PLANNING SECRETARY, STATE DEPARTMENT FOR PLANNING DURING THE ANNUAL CENTRAL PLANNING AND PROJECT MONITORING UNITS' FORUM HELD FROM 8<sup>TH</sup> – 13<sup>TH</sup> NOVEMBER, 2021.**

**Principal Secretary, State Department for Planning;**

**The Economic Planning Advisor;**

**CEOs and Director Generals;**

**Directors of Planning present;**

**Heads of Departments and Units from the State Department for Planning;**

**Staff from the CPPMUs;**

**Ladies and Gentlemen;**

#### **Good Morning**

I am pleased to welcome you all this morning during this year's Annual Central Planning and Project Monitoring Units (CPPMUs) Forum.

The annual CPPMUs Forum is organized to strengthen the working relationship between the State Department for Planning and the line Ministries, State Departments and Agencies (MDAs). This is the second interaction we are having with the officers from the CPPMUs this year following a virtual meeting with the Directors of Planning in August 2021. The meeting bore insightful recommendations towards strengthening the effectiveness and efficiency of the CPPMUs as well as promoting harmony and unification across as well as strengthening the national economic planning function.

#### **Ladies and Gentlemen**

This year's Annual CPPMUs Forum with the Theme: "Consolidating and deepening gains of Development Planning" has been organized to provide a

platform to continue promoting the interaction between the State Department for Planning and the CPPMUs in MDAs, as well as, to provide Economists with an opportunity to share knowledge and experiences in the field of economic planning, policy development and project implementation.

I wish to re-iterate that CPPMUs are very significant in effective delivery of services especially in the implementation of the Kenya Vision 2030 agenda. Moreover, CPPMUs facilitate appropriate planning, budgeting, implementation and monitoring of government programmes and projects in the Ministries, Departments and Agencies (MDAs). Further, CPPMUs play a critical role in harmonizing and aligning the national economic development agenda to the Ministerial and State Department's goals, objectives and programmes.

Indeed, CPPMUs are expected to play a critical role in assisting their respective MDAs to translate relevant ministerial priorities and initiatives towards the achievement of the 'Big Four' Agenda and the Medium-Term Plans of the Kenya Vision 2030. This is particularly emphasized during the development of annual work plans and the setting of ministerial performance contract targets, while ensuring that the wellbeing of Kenyans is at the center of these interventions. In addition, CPPMUs are expected to ensure accurate data on project implementation is captured and fed into the National integrated Monitoring and Evaluation System (NIMES).

### **Ladies and Gentlemen**

The role of Economists in the Project Management cycle cannot be over-emphasized. Economic analysis of any project or programme is critical so as to help not only assess the sustainability of investment projects but also to inform the design and selection of those projects that contribute to a sustainable improvement in the welfare of the intended project beneficiaries. In addition, it is a basis for better and prudent allocation of resources so as to enhance return on investments. Therefore, Economists have a duty to undertake the analysis at

the early stages of the project cycle to enable evidence-based decisions on investments given various alternatives and corresponding costs.

Likewise, performance of Government is premised on performance of individual sectors, whose performance is further determined by the performance of the Ministries, Departments and Agencies (MDAs) under them. In view of this, it's imperative that there are intra-sectoral consultation and collaborations to deliver programmes, projects and initiatives to ensure optimal utilization of public resources. I urge that the monitoring and Evaluation of Projects and Programmes similarly adopt a “multi-sectoral approach” and benefit from coordinated and cooperative model that will deliver the outcomes of the Big ‘Four’ Agenda, and the overall Medium-Term Plan III Goals.

### **Ladies and Gentlemen**

As you are aware, the functionality of CPPMUs has been negatively impacted by a number of challenges. First and foremost, the COVID-19 pandemic earnestly hit our Country and derailed the implementation of various programmes and projects as a result of containment measures. Particularly, the containment measures necessitated some programmes and projects to be rescheduled--including holding this very Annual CPPMU Forum. A lot of resources were also re-prioritized towards addressing the issues brought about by the pandemic. Moreover, the upcoming general election is expected to further exacerbate the situation as budget reorganization will be necessary to avail resources for the general election. In spite of the this, I urge all of you to focus on what can be accomplished within the fiscal space as you strive to perform and deliver on the economic planning function.

### **Ladies and Gentlemen**

I am happy to report that, the State Department for Planning through the Public Service Commission strengthened the economist function by recruiting and deploying over 200 Economists in January this year. The new Economists were

deployed to State Departments and the newly established National Government County Planning Offices. I wish to take this opportunity to pass my congratulatory message to the new Economists and urge them to always undertake their duties with dedication and commitment.

I wish to note that the State Department is yet to conduct an induction training for the newly recruited Economist. Nevertheless, I call upon all of you to integrate and capacity build them as we await the official induction at the earliest opportune time.

As I conclude, **Ladies and Gentlemen**, I sincerely hope you will get plenty of opportunities to discuss good practices and identify opportunities towards improving the economic planning function. I call upon you all to engage in vigorous discourse on the current state of CPPMUs and come up with recommendations to further improve the effectiveness and functionality of CPPMUs.

**Thank you and God bless you**



**OPENING REMARKS BY THE CHIEF ADMINISTRATIVE SECRETARY, THE NATIONAL TREASURY AND PLANNING, HON. ERIC SIMIYU WAFUKHO, DURING THE ANNUAL CENTRAL PLANNING AND PROJECTS MONITORING UNITS' FORUM HELD FROM 8<sup>TH</sup> – 13<sup>TH</sup> NOVEMBER, 2021**

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**The Economic Planning Secretary;**

**The Economic Planning Advisor;**

**CEOs and Director Generals;**

**Directors of Planning present;**

**Heads of Departments and Units from the State Department for Planning;**

**Staff from the CPPMUs;**

**Ladies and Gentlemen;**

I am delighted to join you here today for the official opening of the Annual Central Planning and Projects Monitoring Units (CPPMUs) Forum. The Forum will offer a platform for deep interaction between the State Department for Planning and the MDAs; as well as provide room to interrogate the challenges that constrain successful implementation of the national development planning function.

This year's Forum aims at taking the dialogue and feedback between the State Department for Planning and the CPPMUs to a higher level. Indeed, the Forum presents an opportunity to take stock of the progress made in implementing the recommendations presented in the previous year's CPPMUs Forum; provide a platform for interaction and peer-to-peer learning; and provide an opportunity to discuss various development and topical issues relevant to economists while discharging the day-to-day duties and current national planning initiatives. The expected outputs of this Forum will go a long way in enriching the recommendations of the Directors of Planning Meeting held in August 2021 and ultimately, enhancing the economic planning function.

I am, therefore, confident that the Forum will set the stage for vigorous deliberations that will culminate in sustainable approaches to effectively achieve the national planning function.

**Ladies and Gentlemen,**

CPPMUs are important planning units with the responsibility of advising Ministries, Departments and Agencies on pertinent developmental planning matters. In view of this crucial role, it is important to understand the challenges CPPMUs face and to put in measures that enhance the adequacy and effectiveness of CPPMUs in development planning.

The State Department for Planning is fully committed to enhancing efficiency for effective undertaking of the core functions of the CPPMUs. One way of assessing how well we are performing as a national planning fraternity is to hold frequent and structured interactions. I wish to register satisfaction that during the aforementioned Directors of Planning meeting a number of pertinent issues were discussed and now form the basis of most of the issues that will be discussed during this Forum.

**Ladies and Gentlemen,**

As you are aware, we are convening the meeting at a time when the Economic Survey 2021 has already been released. The Economic Survey is a source of critical statistics that form a basis for the country's economic planning process. The 2021 Survey highlighted areas that paint a clear picture of the impacts of the COVID-19 Pandemic to the economy. Valuable statistics show how restrictions owing to containment measures associated with the Pandemic negatively affected tourism activities, caused an increase in debt burden, and presented negative ramifications on international trade.

On a positive note, however, the Survey revealed that the economy showed remarkable resilience at the height of the Pandemic with accelerated growth in agricultural production, construction activities and health services.

Equally important, the Survey also highlighted the outcomes of the revision and rebasing of the National Accounts. The revision now provides better estimates of the size of the economy and the rates of growth among other statistics that must now form the basis of future planning.

### **Ladies and Gentlemen**

Planning plays a critical role in charting the course for the achievement of the country's development goals. As planners and public servants, we have been tasked with formulating, coordinating the implementation, and tracking economic development plans, policies and strategies towards achieving the National Development Agenda.

To this end, I would like to take this opportunity to re-emphasize the critical role that CPPMUs play in driving the Country's development Agenda. CPPMUs facilitate appropriate planning, budgeting, implementation and monitoring of government programmes and projects in the MDAs. The CPPMUs also provide a linkage for harmonization and alignment of the national development agenda to the Ministerial goals, objectives and programmes. Further, CPPMUs will now be liaising with the National Government County Planning Officers in coordinating the National Government economic planning function, as well as, intergovernmental relations with Counties.

### **Ladies and Gentlemen**

This Forum is timely since Ministries, Departments and Agencies (MDAs) have just concluded the preparation of various sector budget proposals of the MTEF Sector Working Groups. I, therefore, hope that the Forum will provide a stage for reflection of the resource bidding process during preparation of the 2022/2023

Medium-Term Budget and how the budgeting priorities resonate with the medium-term priorities.

The critical role of Economists in linking policies and plans to budgets cannot be overemphasized. Over the years, economists have contributed immensely to the development and implementation of national plans by providing adequate resources for government priorities. As we come to the end of the Third MTP, I call for more enthusiasm and zeal even as we move forward in the preparation and implementation of the Fourth Medium Term Plan of the Kenya Vision 2030.

**Ladies and Gentlemen,**

I sincerely hope that this Forum will allow us share valuable knowledge and experiences towards building back our economy to the desired growth trajectory. I wish to re-state that the State Department for Planning will continue to root for deeper interaction with the purpose of providing an opportunity for teamwork and peer learning as we advance the national planning agenda.

In conclusion, let me thank you all for honouring the invitation to this Forum. I hope that the deliberations will be fruitful as well as reenergize us for the noble tasks ahead.

With those remarks, **Ladies and Gentlemen,** I wish to officially declare the Annual CPPMUs Forum 2021 open.

**THANK YOU.**

**CLOSING REMARKS BY THE PRINCIPAL SECRETARY, STATE DEPARTMENT FOR PLANNING, MR. SAITOTI TOROME, CBS, DURING THE ANNUAL CENTRAL PLANNING AND PROJECTS MONITORING UNITS' FORUM HELD FROM 8<sup>TH</sup> TO 13<sup>TH</sup> NOVEMBER, 2021 – MOMBASA.**

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**Mrs. Katherine Muoki, the Economic Planning Secretary**

**Mr. Joseph Mukui, the Economic Planning Advisor**

**Mr. Macdonald Obudho, the Director General – KNBS;**

**Mr. Yusuf Mbuno, the CEO – NG-CDF**

**Dr. Rose Ngugi, the Executive Director - KIPPRA;**

**Dr. Mohamed Sheikh, the Director General – NCPD**

**Dr. Vincent Nyagilo, Secretary – NESC**

**Directors of Planning from the State Department for Planning;**

**Heads of CPPMUs;**

**Economists from the CPPMUs;**

**Ladies and Gentlemen;**

**Good Afternoon**

It serves me great joy to join you here today during the official Closing Ceremony of the Annual Central Planning and Project Monitoring Units' (CPPMUs) Forum. I take note that the Forum has brought together Economists from various departments within our Ministries, Departments and Agencies as well as key speakers from our SAGAs.

At the outset, let me register my satisfaction with the good attendance by the new economists in this Forum. I note with satisfactions that the new economists were given an opportunity to share their experiences in their area of deployment. This is proof that the Heads of CPPMUs and Directors of Planning are keen to nurture and mentor the young economists as they start their career journey. To the new economists, I urge you to emulate the diligence and commitment portrayed by your seniors and encourage you to bring afore new ideas and innovative approaches to the Economic Planning function.

### **Ladies and Gentlemen**

I wish to reiterate the importance that the State Department for Planning places on this annual Forum. That said, I take note that the Forum has been held at a time when the country, just like all other world economies, is seeking solutions that will set the country on a trajectory of recovery from the ravages of the COVID-19 Pandemic.

I am glad to note that this Forum has been successfully convened in person as opposed to virtual. This is an indication that we have made substantive gains in fighting the COVID-19 Pandemic. Indeed, we have come a long way as a Country by willingly adopting a sense of civic responsibility through compliance with the laid down COVID-19 protocols and adherence to set COVID-19 containment measures.

### **Ladies and Gentlemen,**

I am pleased that the deliberations of this Forum were highly technical, interactive and insightful through the active and effective participation of all present. I have no doubt that the presentations were highly informative and will potentially provoke further discussions on advancing the national development agenda. In this regard, I am confident that the outcome of this Forum will result in better co-ordinated national development planning that will place a spot light on key Government commitments such as the Big Four Agenda, the Sustainable Development Goals, and the current and upcoming Medium-Term Plans, among others.

At this juncture, let me to thank the Heads of SAGAs for honouring our invitations to the Forum. This shows the high regard in which they hold the Economic planning function. To this end, and as you have observed, their presentations on topical issues provoked meaningful reactions that escalated candid discussions and interactions on pertinent issues of economic planning.

I also wish to acknowledge the presentations made by the Directors of Economic Planning, and in particular, Mrs Evelyn Anupi and Mr. John Njoroge. The presentation on the principles and foundations of the Competency Based Curriculum (CBC) was indeed an eye opener on how planning remains key in implementing new initiatives. I am sure most of you are now well informed on the objectives of CBC and the role of Economists in driving this agenda.

In his presentation, Mr. John Njoroge gave us a refresher on the functions of the CPPMUs, and ably highlighted the challenges faced by CPPMUs. I want to assure you that my office will internalize these challenges in an effort to addressing and resolving them.

Before I officially close this Forum, **Ladies and Gentlemen**, it is important that I point out some of the key highlights which emanated from the Forum. In this regard, I wish to take note that:

- i. CPPMUs play a critical role and must be strengthened to ensure effectiveness and efficiency;
- ii. There is need for continuous interaction and collaboration between the State Department for Planning, SAGAs and the CPPMUs;
- iii. Budgetary allocations to CPPMUs and the State Department for Planning should be increased to effectively and fully undertake the set functions;
- iv. There is need for collaboration, cooperation, and support from the other MDAs and Counties in the operationalization of the National Government Planning Offices;
- v. Evidence is critical in the formulation, implementation and evaluations of plans and policies;
- vi. There is need to have critical interactive sessions to discuss topical research papers on Economic planning.
- vii. There is need to continuously ensure CPPMUs are sufficiently staffed,
- viii. Regular assessment of adequacy and effectiveness CPPMUs is a necessary exercise towards enhancing the functionality of CPPMUs;



- ix. It is necessary to provide continuous training opportunities to enable economists to acquire new skills, sharpen existing ones, improve execution of set functions; and enhance service delivery.
- x. It is advisable for all of us to become active participants in building the Economist Society of Kenya and the Economist Social welfare

**Ladies and Gentlemen**, from the discussions during this Forum, it is evident that the challenge on the functionality of CPPMUs still persists. It is noted that some technical departments in line Ministries and State Departments continue to undertake functions of CPPMUs. Also, there lacks a clear reporting structure in some MDAs for Heads of CPPMUs to directly report to respective Principal Secretaries.

My office has taken note of the aforementioned anomalies and will endeavor to implement the recommendations from this Forum to ensure CPPMUs are adequately resourced and that their interests and roles are safeguarded. The goal is to create an enabling environment for effective service delivery in the planning function.

I must say, **Ladies and Gentlemen**, that the key to sustained economic growth and development is in the hands of planners who must take up set functions with diligence and commitment. The issues discussed during this Forum are at the core of the planning function and it is my hope that when we convene again in the next year's Forum, the recommendations made during this year's Forum will be reflected in functioning the CPPMUs as well as in the positive impact on the national planning function.

With these remarks, it is now my pleasure to declare the 2021 CPPMUs Forum **Officially Closed**.

**God bless you all and safe journey mercies.**

### ANNEX THREE: LIST OF PARTICIPANTS

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