

**REPUBLIC OF KENYA**



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

**KENYA NATIONAL MONITORING AND EVALUATION POLICY**

**AUGUST 2022**

## FOREWORD

The Government of Kenya through The National Treasury and Planning has since 2004 coordinated the implementation of the National Integrated Monitoring and Evaluation System (NIMES) without a standardized policy. This makes monitoring, evaluation, and reporting in the public sector to be done in an ad hoc manner while its findings are rarely used in planning, budgeting and policy decision-making. This further makes Monitoring and Evaluation (M&E) of public policies, programmes and projects not to follow prescribed M&E norms, standards and systems. Implementation of a functional NIMES in the Country has faced a number of challenges which include: Inadequate policy and legal framework to establish and operationalize an efficient and effective M&E function; Public sector institutions that do not fully embrace an M&E culture in programmes and projects implementation and policy decision making; Multiple and uncoordinated M&E reporting structures; Inadequate institutional, managerial and technical capacities; and Low utilization of M&E findings.

In recognition of the challenges faced in the coordination of NIMES, the National Treasury and Planning has developed the Kenya National M&E Policy to guide implementation of monitoring and evaluation function in the Country. The Policy espouses the principles of Results-Based Management, transparency, accountability and efficiency as fundamental to managing public policies, programmes, and projects in Kenya in line with the provisions of the Constitution of Kenya. The Policy aims to strengthen government's capacity to assess the extent of implementation progress of development initiatives and success in delivering services to its citizenry. It is also expected to improve performance in execution of public interventions at both National and County levels. The Policy shall strengthen efficiency in utilization of resources and timely realisation of results leading to speedy development of the Country.

I therefore encourage the Public Sector staff to make use of this Policy and its provisions in achieving our Country's development results. All public institutions and Non-State Actors shall be expected to adhere to the requirements of this Policy. To strengthen implementation of this Policy, Government circulars and action plans shall be developed and issued from time to time.

Finally let me thank the Principal Secretary, State Department for Planning Mr. Saitoti Torome, CBS, for providing leadership in the development process. I am also grateful to the Chair of the National Development Implementation Technical Committee, Dr. (Eng) Karanja Kibicho, CBS, for the goodwill and support in the development of this Policy.



**HON. (AMB.) UKUR YATANI, EGH**  
**Cabinet Secretary,**  
**The National Treasury and Planning**

## **PREFACE**

The objective of the Kenya National Monitoring and Evaluation Policy is to guide and improve the implementation of Government policies, programmes and projects and eventually contribute towards improved accountability, efficiency and effectiveness of limited resources available in the Country for socio-economic development. The Policy is geared towards providing the framework for supporting implementation of NIMES in terms of reporting. The premise behind NIMES is that M&E is better sustained if there is a sound policy and legal framework. The Policy was developed to enhance the implementation of public policies, programmes and projects by providing clear guidelines for the conduct of monitoring and evaluation of all Government programmes and projects. Further, this Policy has been developed to address gaps in administrative practices with respect to tracking implementation of public sector policies, programmes and projects.



This Policy shall complement other Government policies for providing timely and regular information for evidence-based decision-making geared towards achieving the Country's development agenda and the Sustainable Development Goals (SDGs). Accurate and documented M&E information/data shall play a critical role of reviewing, scaling up, or discontinuing policies and programmes that deviate from achieving targeted results. It is envisaged that the Policy shall articulate a clear mechanism and framework for effective and efficient monitoring, evaluation and reporting on the progress and achievements of the Country's development agenda.

The Policy is a product of a highly participatory and inclusive process involving stakeholders with in-depth knowledge in monitoring and evaluation of development initiatives. I am therefore deeply indebted to all the participants who made the exercise a success. These are: National and County Departments and Agencies; Commissions and Independent Offices; National Development Implementation Technical Committee; Development Partners and Non-Governmental Organizations, among others. My sincere gratitude goes to the United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), the World Bank and the Embassy of Sweden for their technical and financial support in the preparation of the Policy. Finally, I would like to thank staff from my State Department especially from the Monitoring and Evaluation Directorate for spearheading the drafting process of this Policy.

This Policy is accessible through the website of the State Department for Planning (<http://www.planning.go.ke>) and the Directorate's sub website [www.monitoring.planning.go.ke](http://www.monitoring.planning.go.ke) and the National Treasury and Planning Resource Centres.

A handwritten signature in blue ink, appearing to read 'Saitoti Torome'.

**SAITOTI TOROME, CBS**  
**Principal Secretary**  
**State Department for Planning**

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## ACRONYMS AND ABBREVIATIONS

|        |  |
|--------|--|
| APR    | Annual Progress Report                               |
| CIDP   | County Integrated Development Plan                   |
| CIMES  | County Integrated Monitoring and Evaluation System   |
| CoG    | Council of Governors                                 |
| CoK    | Constitution of Kenya                                |
| CPPMUs | Central Planning and Project Monitoring Units        |
| COMESA | Common Market for Eastern and Southern Africa        |
| CSOs   | Civil Society Organisations                          |
| EAC    | East African Community                               |
| ERS    | Economic Recovery Strategy                           |
| ICT    | Information and Communication Technology             |
| IGAD   | Inter Governmental Authority on Development          |
| KNBS   | Kenya National Bureau of Statistics                  |
| M&E    | Monitoring and Evaluation                            |
| MDACs  | Ministries, Departments, Agencies and Counties       |
| MED    | Monitoring and Evaluation Directorate                |
| MMECs  | Ministerial Monitoring and Evaluation Committees     |
| MTEF   | Medium-Term Expenditure Framework                    |
| MTP    | Medium Term Plan                                     |
| NASSEP | National Sample Survey and Evaluation Programme      |
| NEP    | National Evaluation Plan                             |
| NGOs   | Non-Government Organizations                         |
| NIMES  | National Integrated Monitoring and Evaluation System |
| NSC    | National Steering Committee                          |
| NSF    | National Stakeholders Forum                          |
| PAS    | Performance Appraisal System                         |
| PC     | Performance Contracting                              |
| PER    | Public Expenditure Review                            |
| PFM    | Public Finance Management                            |
| PRSP   | Poverty Reduction Strategy Paper                     |
| RBM    | Results Based Management                             |
| SAGAs  | Semi-Autonomous Government Agencies                  |
| SDGs   | Sustainable Development Goals                        |
| TAG    | Technical Advisory Group                             |
| TOC    | Technical Oversight Committee                        |
| UN     | United Nations                                       |
| VDS    | Vision Delivery Secretariat                          |

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## DEFINITION OF TERMS

### **Monitoring:**

A continuous process of collection, analysing and reporting data on specified indicators on a project's or programme's inputs, activities, outputs, outcomes and impacts, as well as external factors, in order to track actual achievement of objectives and progress in the use of allocated funds.

### **Evaluation:**

Is the systematic and objective assessment of the design, implementation and results of an ongoing or completed policy, programme or project to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability.

### **Monitoring and Evaluation System:**

Refers to all processes that need to be undertaken before, during and after programme or project implementation in order to collect, analyse and use monitoring and evaluation information.

### **Ex-ante evaluation:**

Is an evaluation performed before the implementation of an intervention. This in public sector is done through other practical tools such as appraisals, needs assessments, baseline surveys or feasibility studies.

### **Ex-post evaluation:**

Is an evaluation undertaken after the implementation of an intervention to assess its short term (outcome) or long-term (impact) effects.

**Meta evaluation:** An instrument for aggregating findings from a series of *evaluations*, *assessing their quality* and adherence to established good practice.

**Evaluation Technical Reference Group:** A technical team charged with the responsibility of managing an evaluation exercise/assignment.

**Project:** An undertaking of related activities aimed at meeting specific objective(s) within a defined time, cost and performance parameters.

**Programme:** A series of interrelated projects with a common overall objective. A time-bound intervention similar to a project, but cuts across sectors, themes or geographic areas; uses a multi-disciplinary approach; involves more institutions; and may be supported by several different funding sources.

**Stakeholder(s):** Specific people or groups who have a stake in the implementation of the Policy, program or project. Normally, stakeholders could include state and non-state actors and the Kenyan citizens.

**State Actors:** A person or entity acting on behalf of a governmental body, and subject to the country's rules and regulations.

**Non -State Actors:** Development partners, Civil Society Organizations (Non-Governmental, Faith Based and Community based organizations), Private Sector Organizations and Foundations.

**Result:** A describable or measurable change in state that is derived from a cause and effect relationship.

**Inputs:** The financial, human, material and information resources used to produce outputs through activities and to accomplish outcomes.

**Activities:** Actions taken or work performed, through which inputs are mobilized to produce outputs.

**Outputs:** Direct products or services stemming from the implementation of a policy, program, project or an initiative.

**Outcomes:** The expected changes or immediate effects on the intended beneficiaries occurring as a result of project or programme implementation.

**Impacts:** Ultimate long term changes arising from the implementation of programmes /projects interventions.

**Indicators:** A variable (sign or element) that measures one aspect of a program or project that is directly related to the program's objectives.

## SECTION ONE: INTRODUCTION

### 1.1 Background

Monitoring and Evaluation plays an important role for effective and meaningful implementation of plans, policies, programmes and projects. The Kenya National Monitoring and Evaluation Policy provides an overall guidance on the establishment and implementation of the Monitoring and Evaluation (M&E) function in the public sector. This is the first Policy on M&E in the country that articulates the government's commitment to accountability for development results.

The Policy defines mechanisms for measuring efficiency and effectiveness of the implementation of public policies, programmes and projects implementation. It outlines the principles for a strong M&E system as an important instrument for driving the achievements of programmes and government operations underpinning the Kenya Vision 2030. Further, it sets the basis for a transparent process by which the citizenry and other development stakeholders can undertake a shared appraisal of results. It outlines roles and responsibilities of public sector institutions, civil society, private sector, academia, media and development partners involved in implementation of policies, projects and programmes.

### 1.2 Context

#### 1.2.1 International Context

This section presents highlights of robust national M&E systems and practices from various countries, which include Chile, Colombia, South Africa, Mexico, Benin, Ghana and Uganda. It provides a broad understanding of various issues and good practices pertaining to M&E in these countries, which are useful in the formulation of this Policy. Some of the useful aspects and issues borrowed are as indicated in the table 1:

**Table 1: Comparison of selected M&E Systems in the world**

| S/No. | Country  | Nature of M&E System   | Hosting Institution   | Important Lessons to Learn  |
|-------|----------|--|---|---|
| 1.    | Chile    | Budgetary Control system (founded on indicators & evaluations)   | Ministry of Finance (Budget Directorate)  | <ul style="list-style-type: none"><li>• Conducting of frequent evaluations &amp; use of the findings for decision-making.</li></ul>   |
| 2.    | Columbia | National M&E System (a system of performance indicators which tracks progress against the President's Goals) | Directorate for Evaluation of Public Policy (DEPP) in the Department of National Planning (DNP) | <ul style="list-style-type: none"><li>• M&amp;E information used by the President's office to enhance social accountability,</li><li>• Evaluations, particularly impact evaluations, are utilized in government decision-making</li></ul> |

| S/No. | Country      | Nature of M&E System  | Hosting Institution  | Important Lessons to Learn   |
|-------|--------------|---|--|--|
| 3.    | Mexico       | M&E system anchored on a strong legislative framework   | Ministry of Finance  | <ul style="list-style-type: none"> <li>• Evaluations consolidated and report findings disseminated among government agencies and civil society.</li> </ul>   |
| 4.    | Benin        | National Evaluation Policy (NEP) and National M&E System (for Planning, Programming, Budgeting (PPB) & M&E) | Ministry of Planning and Development                       | <ul style="list-style-type: none"> <li>• System relies on the national statistics system for measurement and data</li> </ul>   |
| 5.    | Ghana        | M&E Policy (being concluded)  | Ministry of Monitoring and Evaluation                      | <ul style="list-style-type: none"> <li>• The M&amp;E function in the country is overseen by a fully-fledged Ministry.</li> <li>• M&amp;E guidelines have been developed to respond to M&amp;E needs at national, sector and district levels</li> </ul>   |
| 6.    | South Africa | M&E Policy Framework  | Department of Performance Monitoring and Evaluation (DPME) | <ul style="list-style-type: none"> <li>• M&amp;E guides the planning process in government and focuses on outcomes.</li> <li>• Reporting on achievements is done to the cabinet on quarterly basis.</li> <li>• A Management performance Assessment Tool (MPAT) is being used</li> </ul>  |
| 7.    | Uganda       | M&E Policy/M&E System   | Office of the Prime Minister (OPM).                        | <ul style="list-style-type: none"> <li>• Strong evaluative practice in the country with active participation of the Civil Society Organizations (CSOs).</li> <li>• Community participation approach (barazas) for M&amp;E has led to enhanced accountability and ownership of government programs by local communities.</li> </ul> |

### 1.2.2 Local Context

The first comprehensive M&E System in Kenya was conceptualized in the year 2000 during the formulation and implementation of the Poverty Reduction Strategy Paper (PRSP). During this period, the focus of M&E was mainly on National level programmes interventions and was led by development partners. In 2003, the Economic Recovery Strategy for Wealth and Employment Creation (ERS) was developed and took cognizance of the importance of a robust national M&E system and its institutionalisation. During PRSP and ERS period, development partners, Civil Society organisations (CSOs) and other non-state actors in public development programmes had a

monitoring and evaluation component in their programmes. However, the M&E reports generated by their system were not effectively shared with the Government and other stakeholders.

In 2004, a government-wide M&E system, the National Integrated Monitoring and Evaluation System (NIMES), was established and subsequently, the Monitoring and Evaluation Directorate was created to coordinate the system.

#### **1.2.2.1 Kenya Vision 2030 and Medium Term Plans**

The Kenya Vision 2030 is the national long-term development blueprint that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision is anchored on three pillars namely: Economic, Social and Political pillars that are sustained by the Enablers, which form the foundations for social and economic transformation of the country. The Vision is implemented in successive five-year Medium Term Plans (MTPs). Counties have also aligned their Strategic Plans and County Integrated Development Plans (CIDPs) to the national development blue print and the MTPs through a consultative process. The progress in the implementation of these MTPs is monitored and reported through annual progress reports, mid-term and end-term reviews. The Vision Delivery Secretariat (VDS) provides strategic leadership and direction in the realization of the Vision 2030 goals, and closely collaborate with line ministries in developing the five-year medium-term plans for the realization of the Vision.

#### **1.2.2.2 Executive Order No. 1 of 2019 Framework for Coordination and Implementation of the National Government Development Programmes and Projects**

The Executive Order No. 1 of 2019 provides for greater co-ordination and harmonization in the implementation of National Government Development Programmes and Projects under the Medium Term Plan III, with a focus on “The Big Four Agenda. The Executive Order provides for a framework for facilitating effective oversight, coordination, implementation, administration and supervision of National Government Development Programmes and Projects. To this end, it has established implementing and co-ordinating Committees at various levels of the country, each with clear functions. This M&E Policy would serve as a key instrument for assessing and ascertaining the functionality of these committees.

#### **1.2.2.3 National Integrated Monitoring and Evaluation System**

To strengthen the M&E function in the country, the National Integrated Monitoring and Evaluation System (NIMES), a government-wide M&E system was established in 2004 to track progress of implementation of Economic Recovery Strategy (ERS) for Wealth and Employment Creation and subsequently of the Kenya Vision 2030. The overarching goal of NIMES is to provide the government with a reliable mechanism to monitor and evaluate the implementation of public policies programmes, and projects. NIMES integrates all M&E systems in the public sector at both

national and county levels. With the advent of devolution, M&E in counties is undertaken under the auspices of County Integrated M&E System (CIMES) framework.

The implementation of NIMES is through five key result areas: Research and Results Analysis; Project Monitoring and Evaluation; Dissemination, Advocacy and Sensitization; Indicator Development, Data Collection and Storage; and Capacity Development and Policy Coordination.

NIMES implementation has not been devoid of challenges, which have hindered realization of its envisaged objectives. These challenges include:

- i. *Weak M&E culture*: Public sector institutions in Kenya have not fully embraced an M&E culture in implementation of programmes and projects. As such, decision making in these institutions/organisations is not evidence based.
- ii. *Multiple and uncoordinated M&E Reporting structures*: Public institutions have multiple and different reporting requirements which are also uncoordinated. This creates fatigue within reporting institutions resulting in delays in submission of reports. The delay contributes to untimely preparation and launch/dissemination of M&E reports.
- iii. *Inadequate institutional, managerial and technical capacities*: M&E structures at both national and devolved levels meant to implement M&E function are inadequate. In addition, there is low awareness and appreciation of the role of M&E by management. Inadequate technical skills and capacity to undertake effective M&E attributed to lack of a scheme of service for M&E officers in the public service.
- iv. *Low utilization of data/information*: M&E data is rarely analysed and utilized for decision-making.
- v. *Inadequate policy and legal framework*: Though the CoK and other laws have some provisions for M&E, there is no appropriate policy and legal framework for the establishment and operationalization of an effective M&E function in the Country.

### **1.3 Legal Framework and Landscape of M&E in Kenya**

In Kenya M&E is conducted on a good will basis. There however, exists legal instruments and opportunities that the Country can leverage on. The following sub-sections discusses some of these instruments.

#### **1.3.1 The Constitution of Kenya**

The Constitution of Kenya 2010 (CoK) provides the basis for monitoring and evaluation as an important aspect of operationalizing government functions. It emphasizes on the principles of

transparency, integrity, access to information, and accountability, which all state offices are required to adhere to. These principles are provided under Articles 10, 35, 56, 132, 174, 185, 201, 203, 225, 226, 227 and 232. These principles implicitly imply the need for a structured way for which programmes/projects/policies are monitored.

### **1.3.2 Public Finance Management Act, 2012 and its Regulations**

In section 83 of the PFM Act 2012, an accounting officer for a national government entity shall prepare a report for each quarter of the financial year containing information on the non-financial performance of the entity.

According to PFM Act Regulations Kenya gazette supplement No 32 Part VIII 129(1), the Accounting officer shall monitor and evaluate the financial and non-financial performance of programmes funded by a conditional and unconditional transfer from the National government. He shall also prepare and submit to the relevant national accounting officer a quarterly report within 15 days after the end of each quarter in a format prescribed by the Public Sector Accounting Standards Board. The report shall, among other things, account for actual transfers received by the County government, actual expenditure incurred in respect to the transfer and the extent to which the objectives and outputs were achieved.

Part IV Section 104 of the PFM Act 2012 on County Government Responsibilities with Respect to Management and Control of Public Finance, requires a County Treasury to monitor, evaluate and oversee the management of public finances and economic affairs of the county government. These include: Monitoring the county government's entities to ensure compliance with the PFM Act 2012 and effective, efficient and transparent financial management, upon request; providing the National Treasury with information it may require to carry out its responsibilities under the constitution and this Act.

### **1.3.3 Public Investment Management (PIM) Guidelines, 2019**

The Public Investment Management (PIM) guidelines provide for tracking of results and impact evaluations. Midterm and end term evaluation of policies, programmes and projects are also important to establish whether the envisaged results are being achieved or not. The evaluations should be undertaken to answer specific questions regarding performance of development interventions during and upon completion of their implementation. The M&E Policy shall complement the PFM Act and PIM guidelines provisions in shifting the focus from inputs and processes to results (outputs/outcomes/impacts) in line with the principles of Results- Based Management (RBM) and enhancing overall public service delivery.

### **1.3.4 The Intergovernmental Relations Act, 2012**

Section 8 details the functions of the Summit which include to provide a forum for: Promotion of national values and principles of governance; Consideration of reports from other

intergovernmental forums and other bodies on matters affecting national interest; Evaluating the performance of National or County governments and recommending appropriate action; Receiving progress reports and providing advice as appropriate; Monitoring the implementation of national and county development plans and recommending appropriate action; and Coordinating and harmonizing the development of County and National government policies.

### **1.3.5 County Government Act, 2012**

The County Government Act 2012 Section 108 requires County governments to prepare the County Integrated Development Plans (CIDP), provide for monitoring and evaluation; and clear reporting mechanisms.

## **1.4 Rationale for the M&E Policy**

In view of the foregoing, Monitoring and Evaluation is critical for achievement of the Country's development results. It provides information on implementation progress of a programme/project and the extent to which an intervention is realizing its intended results. M&E thus provides important information in a continuous learning process that ensures that performance takes place according to work-plans and expected results are realized in an effective and efficient manner. Monitoring and Evaluation plays an important role in the planning and budgeting process. M&E findings on performance review are a critical component in identifying priority areas for intervention and resource allocation and re- allocation.

A review of the relevant provisions in the existing laws, policies and regulations reveal gaps in the provision of the appropriate policy framework for the establishment and operationalization of an effective M&E function in the public sector. The Constitution provides the overarching principles for M&E while PFM Act 2012 and Regulations provides mechanisms for monitoring of both financial and non-financial performance. Further, the Public Investment Management (PIM) guidelines provide for the development and maintenance of a framework for monitoring and reporting on nonfinancial performance of projects. However, there is no adequate policy framework to implement these provisions taking into consideration the prevailing challenges presented in the previous section.

The National M&E Policy is designed to establish an elaborate mechanism and framework for effective and efficient monitoring, evaluation and reporting on the progress and achievements of the country's development agenda. Evidence on the growth and development of M&E in the public sector from a review of some countries with an M&E policy indicate there is a correlation. In the case of Uganda, implementation of the M&E Policy has significantly strengthened M&E through the establishment of appropriate institutional structures at all levels besides promotion of a vibrant M&E culture in the public sector. In South Africa, the introduction of a government-wide M&E policy framework served to establish the momentum for a structured approach to M&E. In these countries, M&E is mainstreamed to be an integral part of policy formulation and implementation hence promoting evidence based decision making in the public sector.



This Policy shall among other things aid in developing M&E capacities, provide M&E structures, coordination and reporting formats at both National and County levels. It is also expected to improve performance in the execution of public programmes and projects in the Country. The Policy shall strengthen efficiency in utilization of resources and timely realisation of results leading to speedy development in the country. It espouses the principles of Results-Based Management, transparency, accountability, and efficiency as fundamental principles for managing all public programmes and projects in Kenya.

The National M&E Policy complements other Government policies for providing timely and regular information for evidence-based decision making geared towards achieving the Kenya Vision 2030. In addition, Kenya is a signatory to international development agreements which include the Sustainable Development Goals (SDGs); the African Union Agenda 2063; and regional strategies of IGAD, EAC and COMESA. These agreements have progress reporting frameworks which require a well-coordinated flow of timely and regular information to support reporting on Kenya's position in implementation of such agreements as well as facilitating peer review. To achieve this, the Policy supports data generation and utilization that shall improve the quality of reporting by Kenya both regionally and internationally.

The Policy is geared towards providing the framework for guiding implementation of NIMES in terms of reporting. The premise behind NIMES is that M&E is better sustained with a sound policy and legal framework.

### **1.5 Scope of the Policy**

The Policy shall apply to all institutions in the public sector and other actors that partner with government in implementation of public policies, programmes and projects. These include; national government and its entities including constitutional commissions, independent offices and state organs; county governments; and non-state actors implementing public programmes.

### **1.6 Organization of the document**

The Policy document is divided into five (5) sections, which are Introduction; Policy goals and principles; Policy provisions; Policy implementation, institutional framework and funding and Policy monitoring and evaluation.

## **SECTION TWO: POLICY GOAL, OBJECTIVES AND PRINCIPLES**

The section presents the goal, purpose and objectives of the Policy. In addition, it highlights M&E principles that shall guide the M&E function in the public sector.

### **2.1 Policy Issue**

The Government shall institutionalise the practice of M&E in the public sector in order to enhance the performance of policies, programmes and projects for effective and efficient delivery of goals and objectives. This is informed by increasing calls to the Government to improve accountability and transparency regarding public expenditure and demonstrate real results.

### **2.2 Policy Goal**

The overall goal of this Policy is to provide an enabling framework for coordination, implementation and management of the M&E function in the public sector in order to facilitate the achievement of the Country's development agenda.

### **2.3 Policy Objectives**

The strategic objectives of this Policy are to:

- i. Harmonize M&E systems for all public projects, programmes and policies at all levels (National and County);
- ii. Ensure timely and accurate reporting of progress and results at all levels (National and County);
- iii. Strengthen capacity to effectively monitor and evaluate policies, programmes and projects at all levels (National and County);
- iv. Ensure effective coordination of M&E systems in the Country;
- v. Promote a culture and practice of M&E in the Country; and
- vi. Promote dissemination, communication and use of M&E findings for improved policies, programmes and projects performance.

### **2.4 Guiding Principles**

The following principles shall guide M&E:

**Transparency:** Ensure disclosure of information on the M&E process and findings on implementation of public policies, programmes and projects.

**Accountability:** Use M&E findings to demonstrate results realized against the plans and resources utilized.

**Participation:** All stakeholders to have the opportunity to participate in monitoring & evaluation and reporting of development results.

**Partnerships and collaboration:** Openness to partnerships and collaboration of government, development partners and citizenry in M&E.

**Credibility:** Ensure reliability, consistency, and dependability of M&E processes and findings.

**Mainstreaming:** Ensure that M&E is integrated in all development policies, programmes and projects across the country.

**Utility:** M&E findings shall be presented and disseminated in an appropriate format and timely manner to enhance its utilization.

## **SECTION THREE: POLICY PROVISIONS**

Implementers of this Policy shall include all public sector institutions and other partners implementing public policies, programmes and projects at both National and County levels. The directorate responsible for M&E shall provide oversight of the Policy implementation including the development of its action plan. This section therefore outlines various policy provisions to guide the implementers. These provisions include: Monitoring; Evaluation; Integration of cross-cutting issues; Utilization of M&E findings; M&E tools; Capacity development; Reporting requirements; Communication of M&E findings; Knowledge sharing; Development of incentives, benefits and sanctions; and Development of M&E Norms and Standards

### **3.1 Monitoring**

Within the context of this Policy, monitoring shall focus on output and outcomes at project/programme, institutional and administrative levels. This shall require that:

- i. All stakeholders be guided by this Policy in relation to their monitoring functions and procedures attached to their mandate;
- ii. All Ministries, Counties, Departments and Agencies implement this Policy with respect to each policy, programme and project being undertaken;
- iii. Non-state actors aligned to different sectors establish structures for the purpose of undertaking monitoring and reporting of progress.

### **3.2 Evaluation**

The Policy shall focus on various types of evaluations which include: Ex-ante (formative) and ex-post (summative) evaluations; Impact evaluation; Meta-evaluation; Process evaluations; Mid-term and End-term evaluation; Reviews, Self-evaluations and Risk evaluation. The following provisions are recommended for successful evaluation of projects, programmes, policies and service delivery:

1. All evaluations shall be conducted within the NIMES framework and according to the principles specified by this Policy and to be developed to ensure objectivity, reliability and credibility;
2. Ministries, Counties, Departments and Agencies responsible shall form Technical Evaluation Committees (Reference groups) to commission and manage evaluations;
3. The government shall either on its own or jointly with other stakeholders undertake evaluations; and
4. The directorate responsible for M&E shall coordinate the preparation of the National Evaluation Plan (NEP) and provide oversight over all evaluations in the public sector. All institutions in the public sector planning to undertake an evaluation shall jointly with the directorate responsible for monitoring and evaluation develop and review evaluation tools.

### **3.3 Integration of Cross-Cutting Issues in Monitoring and Evaluation**

The Policy shall promote mainstreaming of cross-cutting issues namely; Gender, Youth, Person with disabilities (PWDs), Climate change and Human rights principles to policies', programmes' and projects' monitoring and evaluation. This shall entail inclusion in the design of evaluation approaches and terms of reference considerations in a way that the intervention influences the cross-cutting issues.

### **3.4 Utilization of Monitoring and Evaluation Results**

Monitoring and evaluation findings shall be utilized to inform evidence-based decision making with a view of improving service delivery and realization of the national development agenda. Implementing agencies are required to use M&E findings to inform corrective measures during implementation, inform planning, budgeting and design of programmes and projects.

The Directorate responsible for M&E shall maintain a repository of all public sector M&E reports, which shall be accessible to all users. In addition, it shall facilitate dissemination of data and reports generated from public sector monitoring and evaluation to inform all stakeholders on the progress of implementation of policies, programmes and projects. Further, Parliament and County Assemblies and other oversight bodies shall use evaluation reports and management responses to support their oversight function.

### **3.5 Monitoring and Evaluation Methods and Tools**

The tools and methods to guide the undertaking of M&E in the public sector shall be specified in the M&E tools and methods manual to be developed by the Directorate responsible for monitoring and evaluation.

### **3.6 Linkages with Performance Management**

Development plans at National and County levels shall be the basis of performance measurement with indicators developed to track achievements. Performance shall be based on institutional, sectoral, individual and policy achievements towards set targets at the national and devolved levels. This is in line with the RBM whose core focus is on achieving results. The Policy links monitoring and evaluation with other existing Performance Management Tools (e.g. Performance Contracting (PC), Performance Appraisal Systems (PAS)) by aligning indicators at various levels (MTP indicators, Sector Plans indicators, Annual Work Plan indicators, PC indicators and PAS indicators) to the overall result chain.

### **3.7 Capacity Development**

The directorate responsible for M&E in collaboration with stakeholders shall develop a Capacity Development Strategy to guide M&E capacity development in the Country. This shall entail periodic assessment and review of the M&E curriculum and mobilization of resources for M&E capacity enhancement in the public sector. Continuous M&E trainings shall be conducted to both National and County government managerial and technical officers to improve their skills.

### **3.8 Reporting Requirements**

All Public sector institutions shall be required to submit timely and accurate progress reports of programmes and projects in line with approved indicators, reporting standards and formats. Ministerial Monitoring and Evaluation Committees (MMECs) shall prepare timely, quarterly and annual M&E reports for their respective institutions and submit to the directorate responsible for M&E. Constitutional Commissions, Independent offices and Counties shall similarly share quarterly and annual M&E reports. Special reports<sup>1</sup> on programmes/projects may be requested in addition to the reports mentioned above. The reports shall be prepared in adherence to public participation principles enshrined in the constitution.

### **3.9 Knowledge Sharing**

Knowledge sharing is a key pillar in Monitoring and Evaluation and contributes to improved programme design, planning, implementation and sustainability. The Policy requires all Public sector institutions to share their M&E reports to the public for knowledge sharing and learning. The Policy shall support managing for results through engagement with communities of practice to promote the culture of learning and application of lessons learnt. The Directorate responsible for M&E shall develop a knowledge management, sharing and learning strategy for NIMES.

### **3.10 Communication of Monitoring and Evaluation Findings**

This Policy recognises the need for a strong communication strategy to drive the process of ensuring M&E information and findings are widely communicated. The Directorate responsible for M&E shall develop a NIMES Communications Strategy in partnerships with relevant stakeholders for successful implementation of the same.

The Policy promotes use of Information and Communication Technology (ICT) to facilitate real-time reporting and information sharing. This shall be done through a web-based interactive platform with visual dashboards that allow for stakeholder engagement. Monitoring and Evaluation reports shall be made accessible to the members of the public.

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<sup>1</sup> These are reports that may be requested from time to time for instance by the President or development partners and which may not have been included in the evaluation plan

### **3.11 Compliance with M&E Standards**

All stakeholders shall be required to adhere to the set standards and other requirements while undertaking M&E. The Directorate responsible for M&E shall develop M&E Norms and Standards that shall form an addendum to this Policy. Compliance shall be enhanced through capacity building while confirmation of adherence shall be done by the Directorate responsible for M&E and partners through compliance audits and other administrative procedures.

### **3.12 M&E Policy Incentives, Benefits and Sanctions**

The enforcement of this Policy shall be done through incentives, benefits and sanctions based on adherence to the set standards. To help entrench the culture of M&E in the public sector, an Incentive, Benefits and Sanctions Scheme shall be developed in line with the existing Public Service Excellence Award for rewarding institutions and individuals for adherence with this policy.

## **SECTION FOUR: POLICY IMPLEMENTATION, INSTITUTIONAL FRAMEWORK AND FUNDING**

The Policy defines the NIMES structures as well as roles and responsibilities for each of the implementers. This shall ensure proper coordination and facilitate complementarities and synergies in the monitoring, evaluation and ultimately improved delivery of public services. For successful implementation of this Policy, commitment and adherence by stakeholders at all levels is required. The roles and responsibilities shall be assigned to key institutions involved in implementation of policies, programmes and projects in the public sector as indicated in the following subsections. In addition, this section presents financing of this Policy and implementation plan.

### **4.1 NIMES Coordination**

The institutional framework of NIMES as described in Annex 1 has the M&E committees as follows with MED providing secretariat services:

#### **4.1.1 The National Steering Committee**

The National Steering Committee (NSC) is the highest Policy advisory body under the NIMES institutional arrangements. It comprises of members drawn from National government, County government represented by Council of Governors, Controller of Budget, Civil society, Private sector and Development partners. The Principal Secretary for the State department responsible for M&E shall chair the NSC with Director MED as the secretary to the committee. The committee shall be responsible for:

- (a) Guiding the implementation of the Integrated Monitoring and Evaluation Systems at National and county levels;
- (b) Providing Policy Guidance and Oversight to National Integrated Monitoring and Evaluation System;
- (c) Approving monitoring and evaluation strategies, reports, standards and guidelines issued by the Directorate;
- (d) Reviewing and approving work plans of the Technical Advisory Groups, ensuring alignment with budget requests;
- (e) Approving monitoring and evaluation reports of the Technical Advisory Groups on the results of approved work plan activities carried out;
- (f) Ensuring Technical Advisory Groups adhere to good monitoring and evaluation practices;
- (g) Approving National Evaluation Plan and indicators; and
- (h) Mobilizing resources for monitoring and evaluation in the public sector.



#### **4.1.2 The Technical Oversight Committee (TOC)**

The Technical Oversight Committee (TOC) is the technical advisory organ in supporting NIMES operations. It approves work plans and tracks progress in their implementation and approves M&E reports before publication. The TOC comprises of senior government officers drawn from the Ministry in-charge of planning and selected line ministries, chairs and secretaries of TAGs.

#### **4.1.3 The Technical Advisory Groups (TAGs)**

The Technical Advisory Groups provide guidance on the following strategic areas of NIMES:

- Capacity Development and Policy Coordination;
- Quantitative and Qualitative Data Collection and Storage, and Indicator Construction;
- Research and Results Analysis;
- Dissemination for Advocacy and Sensitization; and
- Project Monitoring and Evaluation.

Technical Advisory Groups meet on quarterly basis to review work plans, advise on their operationalization and assess progress. The membership is drawn from public sector institutions, civil societies, private sector and development partners.

#### **4.1.4 Ministerial M&E Committees (MMECs)**

MMECs are established in each line Ministry to coordinate M&E activities within the ministries, collect information and prepare M&E reports. The MMEC is chaired by the Principal Secretary/ Accounting Officer of each Ministry with the Head of the Central Planning and Project Monitoring Unit (CPPMU) as its Secretary. Other members of this committee are heads of technical departments within the Ministry. The Principal Secretary ensures that MMECs are operational.

Parastatals and Semi-Autonomous Government Agencies (SAGAs), Commissions and Independent offices also establish M&E committees. The heads of these organisations not only chair M&E committees but also ensure that these committees are functional and relevant reports are submitted to MED through the parent ministry.

#### **4.1.5 Monitoring and Evaluation Directorate**

Monitoring and Evaluation Directorate (MED) shall coordinate all monitoring and evaluation activities in the public sector. Specifically, MED shall:

- Ensure establishment and implementation of the coordination arrangements for NIMES;
- Provide secretariat services and convene quarterly meetings of National NSC, TOC and TAGs;
- Provide norms, standards, guidelines and tools to support the quality enhancement of evaluations;
- Facilitate harmonization of M&E tools and processes at national and devolved levels;
- Coordinate the development of performance indicators of the MTPs of the Kenya Vision 2030;
- Provide technical support to public sector institutions with respect to building capacity and inculcation of M&E practice;
- Prepare specific M&E reports including but not limited to Annual Progress Reports (APRs) of the Medium Term Plans, Public Expenditure Reviews (PERs) and Comprehensive Public Expenditure Reviews (CPEs);
- Prepare M&E capacity building and resources mobilization strategies.
- Promote automation of M&E processes in all public sector institutions.
- Foster international /regional M&E partnerships and networks;
- Provide central repository of MDAs evaluation reports;
- Prepare a Communications Strategy to promote and enculture M&E; and
- Provide technical backstopping over all evaluations in the public sector.

## **4.2 Key Institutions to Support NIMES**

### **4.2.1 Parliamentary Standing Committee on Budget and Appropriations**

In relation to M&E, this committee shall investigate, inquire into and report on all matters related to co-ordination, control and monitoring of the national budget. It shall use M&E reports to make decisions on budget appropriations.

### **4.2.2 The National and County Government Coordinating Summit**

The Summit is responsible for, among other functions, Monitoring the implementation of national and county development plans and recommending appropriate action; and Coordinating and harmonizing the development of National and County governments' policies.

### **4.2.3 Controller of Budget**

The Office of the Controller of Budget (OCOB) is an independent office established under Article 228 of the Constitution of Kenya with the core mandate being to oversee implementation of the budgets of the National and County Governments by authorizing withdrawal from public funds. The reporting role entails the preparation of quarterly, annual and special reports to the legislature and executive on budget implementation matters of the national and county governments as provided by law. The NIMES and CIMES framework shall support this reporting function.

#### **4.2.4 The National Treasury Budget Office**

The department shall use M&E findings to provide input in the budget preparation process. In addition, the department shall play an important role in provision of M&E budget in the MTEF sectors.

#### **4.2.5 Kenya National Bureau of Statistics (KNBS)**

KNBS is a key source of primary data for M&E work. The directorate responsible for M&E shall collaborate with KNBS in strengthening production of statistical data for M&E through the use of the National Sample Survey and Evaluation Programme (NASSEP) framework for M&E.

#### **4.2.6 Vision 2030 Delivery Secretariat**

The Vision 2030 Delivery Secretariat (VDS) is charged with the mandate of spearheading the implementation of the Vision 2030 as the Country's blueprint and strategy towards making Kenya a newly industrializing middle-income country. On the other hand, MED tracks implementation of government policies, programs and projects of the development plans. The policy shall facilitate collaboration between VDS and the Directorate responsible for M&E in tracking and evaluation of flagships projects of the Vision 2030.

#### **4.2.7 Office of the Auditor General**

The functions of audit and M&E complement each other in ensuring value for money. While audit focusses on compliance with regulations, rules and established policies; M&E assesses achievement of intended results. Further, the audit process may utilize M&E results to enhance compliance and value for money.

#### **4.2.8 President's Service Delivery Unit (PDU)**

The unit is a resource centre of government information based in the Office of the President. Its primary function is to improve the coordination of National Government flagship programs, monitor, evaluate and report on the President's key development priorities. The Policy shall enhance collaboration between PDU and the Directorate responsible for M&E in tracking these priorities.

#### **4.2.9 Intergovernmental Budget and Economic Council (IBEC)**

The Intergovernmental Budget and Economic Council (IBEC) was established under Section 187 of the Public Finance Management Act (2012). Its role is to provide a forum for consultation and cooperation between the National government and County governments on issues of budget management and short-term borrowing. The Policy shall provide a mechanism for fast-tracking the resolutions of the Council and its effects on the Counties' development agenda.

#### **4.2.10 Intergovernmental Relations Technical Committee (IGRTC)**

The body was formed through an Act of Parliament to establish a framework for consultation and co-operation between the National and County Governments and amongst county governments. The body was further mandated to take over the residual functions of the Transition Authority as envisaged under section 12 (b) of the IGR Act. This Policy shall strengthen reporting on the functions of the committee at the county level.

#### **4.2.11 Council of Governors**

The functions of the Council of Governors (CoG) as set out under the Intergovernmental Relations Act, 2012 include among others, providing a forum for: (a) Consultation amongst County governments; (b) Sharing of information on the performance of the Counties in the execution of their functions with the objective of learning and promotion of best practice and where necessary, initiating preventive or corrective action; (c) Receiving reports and monitoring the implementation of inter-county agreements on inter-county projects; and (d) Consideration of reports from other intergovernmental forums on matters affecting National and County interests or relating to the performance of Counties. The CoG is thus important in establishing the link between National and Counties' M&E frameworks.

#### **4.2.12 County Governments**

County governments shall ensure coordination and operationalization of County Integrated Monitoring and Evaluation System (CIMES). In addition, the County Governments shall use M&E findings to inform policy, programme and resource allocation decisions. Counties are expected to cascade the National Policy by developing county specific M&E policies.

#### **4.2.13 Non-State Actors**

These include Development Partners, Civil Society Organizations, Private Sector Organizations, Foundations, Faith Based and Community Based Organizations. They shall not only undertake M&E but also advocate for the use of M&E, mobilise resources and provide technical support for M&E activities in the Country.

#### **4.2.14 Universities, Learning/Research institutions and Schools**

For effective and efficient capacity enhancement, the Directorate responsible for M&E shall form partnerships and collaborations with training and research institutions including Universities, Kenya School of Government, Professional bodies among others. Partnerships/collaborations with these institutions shall support M&E skills and knowledge development, research and supply of evaluators.

#### **4.2.15 Professional Bodies on Monitoring and Evaluation**

Professional bodies and organisations involved in M&E: support entrenchment of M&E culture; promote ethical practices; promote research and disseminate M&E best practices and use of M&E standards, development of M&E systems and capacities in the Country. In addition, they provide an important forum for learning and information sharing.

#### **4.2.16 National and County Stakeholders' Fora**

The National and County Stakeholders' fora are key platforms for NIMES. The objective of this platform is to share experiences and good practices in M&E from across the globe and provide networking fora for both National, County and international evaluation practitioners. The fora shall consist of representatives from state and non-state actors and academia drawn from within the country, regionally and internationally. One such forum is the *National Annual Monitoring and Evaluation Conference* which shall be held once every calendar year.

#### **4.3 Financing Arrangements**

Effective implementation of this Policy requires provision of adequate financial resources. The budget should cover staffing, external technical support, capacity building; capital expenses and operational expenses. The Policy provides for every Ministries, Departments, Agencies and Counties (MDACs) to have a separate budget component for M&E with adequate resources. In addition, all development programmes/projects shall provide budgets earmarked for monitoring and evaluation. The Directorate responsible for M&E in the Country in collaboration with stakeholders shall develop a Resources Mobilization Strategy to enhance the capability to undertake M&E function in the public sector.

#### **4.4 Implementation Plan**

Implementation of this Policy shall include the following elements:

- i. Approval of this Policy;
- ii. Defining of M&E Norms, Guidelines, Standards and Tools;
- iii. Financing and Resource Mobilization Strategy;
- iv. Human Resource Management and Development;
- v. Establishment of M&E Structures and Partnerships;
- vi. Continuous analysis of NIMES requirements and
- vii. Management and Oversight.

Detailed activities, budgets and timelines are found in **Annex II**

## **SECTION FIVE: POLICY MONITORING AND EVALUATION**

This section presents M&E of the Policy and its review. This takes cognizant of the existing M&E systems in the Country. The M&E of the Policy shall establish whether the intended purpose of the Policy is being achieved and what corrective actions and reviews may be needed.

### **5.1 Monitoring and Evaluation of the Policy**

Monitoring and evaluation for the Kenya National Monitoring and Evaluation Policy is linked to the NIMES. The M&E of the Policy is intended to provide information on how the operationalization of the Policy is meeting its set objectives, the challenges facing its implementation, what corrective actions may be needed to ensure delivery of results and whether its making any positive contribution to the sustainable development of the Country. It shall also provide feedback on its performance at the National and County level.

### **5.2 Policy Review**

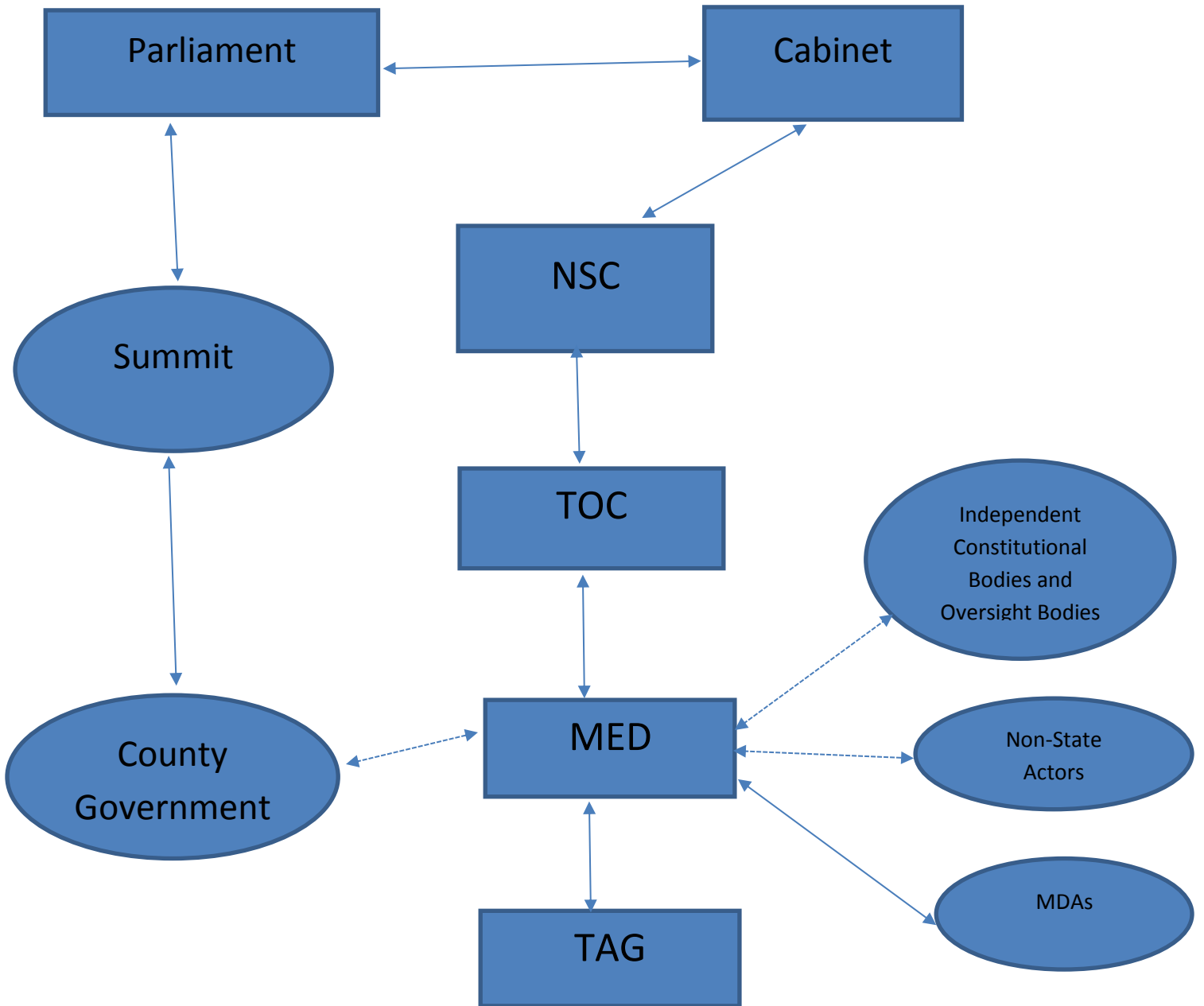
The Policy shall be reviewed after every ten years of implementation or as need may arise. The review shall be initiated and coordinated by the Directorate responsible for monitoring and evaluation after a successful evaluation of the Policy. The findings of the evaluation shall be used to improve the Policy and to inform on the performance and review of the Policy.

## **REFERENCES**

1. Government of Kenya (2019): Framework for Co-ordination and Implementation of National Government Development Programs and Projects
2. Government of Kenya (2012): The County Government Act
3. Government of Kenya (2012): Intergovernmental Relations Act
4. Government of Kenya (2012): The Public Finance Management Act
5. Government of Kenya (2010). The Constitution of Kenya.
6. Government of Kenya (2007). Kenya Vision 2030: A Globally Competitive and Prosperous Kenya
7. Evaluation Capacity Development Working Paper Series No. 17, 20, 21, 29

8. ANNEXES

**ANNEX I: INSTITUTIONAL ARRANGEMENTS FOR M&E COORDINATION, IMPLEMENTATION AND REPORTING**





## ANNEX II: KENYA NATIONAL MONITORING AND EVALUATION POLICY ACTION PLAN

The action plan identifies implementation steps, responsibilities, timeframes and communication strategies for new or substantially amended procedures thus strengthening demand and supply-side issues of the National M&E system in both short and long-term. Key priority areas shall be fast-tracked as follows:

- Approval of the Draft M&E Policy
- Defining of Norms, Guidelines and M&E Standards
- Establishment and Strengthening M&E structures and partnerships
- M&E Capacity Building
- Revitalizing National Integrated Monitoring and Evaluation System(NIMES)

The details of the action plan are as indicated in the table below:

**Table: Kenya National M&E Policy Action Plan**

| Implementation Issues   | Time Frame (in Financial Years) |                           |                           |                       |                       | Means of Verification  | Budget estimates (Kshs.) | Source of funding                         | Responsibility                          |
|---|---------------------------------|---------------------------|---------------------------|-----------------------|-----------------------|--|--------------------------|---|---|
|   | Year 1                          | Year 2                    | Year 3                    | Year 4                | Year 5                |  |                          |   |   |
|   | (July 2018-June 2019)           | (July 2019-June 2020)     | (July 2020-June 2021)     | (July 2021-June 2022) | (July 2022-June 2023) |  |                          |   |   |
| <b>Approval of M&amp;E Policy</b>                                 |                                 |                           |                           |                       |                       |  |                          |   |   |
| Reviewing of the M&E Policy                                       | -                               | November, 2019            | -                         | -                     | -                     | Copy of revised M&E Policy   |                          | GoK/Partners                              | Director MED                            |
| Submission of M&E Policy by CS Planning to the Cabinet            | -                               | 4 <sup>th</sup> Q 2019/20 | -                         | -                     | -                     | Copy of Minutes, Letter of submission  | NA                       | NA  | CS The National Treasury & Planning/MED |
| <b>Defining of M&amp;E Norms, Guidelines, Standards and Tools</b> |                                 |                           |                           |                       |                       |  |                          |   |   |
| Development of M&E Norms and Standards                            |                                 | -                         | 1 <sup>st</sup> Q 2020/21 | -                     | -                     | M&E Norms and Standards hand book<br>Sets of Standards<br>Reporting<br>Skills development<br>Human Resource<br>Conducting Evaluations<br>Undertaking Monitoring<br>Data Collection<br>Ethics<br>Rights Based | 15M                      | GoK/Partners                              | Director MED                            |
| M&E tools and Methods Manual                                      |                                 |                           | 2 <sup>nd</sup> Q 2020/21 |                       |                       | Manual   | 5M                       | GoK/Partners                              | Director MED                            |
| Development of Incentives, Benefits and Sanctions Scheme          |                                 |                           | July 2020                 | -                     | -                     | List of Incentives and Sanctions   | 4M                       | GoK/Partners<br>Public Service Commission | PS Planning/<br>Director MED            |

| Implementation Issues  | Time Frame (in Financial Years) |                       |                           |                       |                       | Means of Verification   | Budget estimates (Kshs.) | Source of funding | Responsibility   |
|--|---------------------------------|-----------------------|---------------------------|-----------------------|-----------------------|---|--------------------------|-------------------|--|
|  | Year 1                          | Year 2                | Year 3                    | Year 4                | Year 5                |   |                          |                   |  |
|  | (July 2018-June 2019)           | (July 2019-June 2020) | (July 2020-June 2021)     | (July 2021-June 2022) | (July 2022-June 2023) |   |                          |                   |  |
| for individuals and institutions.  |                                 |                       |                           |                       |                       |   |                          |                   |  |
| NEP  |                                 |                       | July 2020                 | -                     | -                     | NEP Report  | 6M                       | GoK/Partners      | PS Planning  |
| <b>Establishment of M&amp;E Structures and Partnerships</b>  |                                 |                       |                           |                       |                       |   |                          |                   |  |
| Establishment and Revitalization of Departmental M&E Units in each Ministry, Department and Agency to be in charge of the Department's M&E functions     |                                 |                       | July 2020                 | -                     | -                     | Letters of appointment; List of Departmental M&E Units members in each Department/Agency ToR of M&E Units Minutes | 5M                       | GoK               | 1. CSs/CEOs<br>2. M&E Department<br>3. Public Service Commission |
| Establishment/Strengthening of collaborative/partnership structures and linkages with Development Partners for the purpose of undertaking M&E activities |                                 | 2019/20               | 2020/21                   | 2021/22               | 2022/23               | List of partnerships/networks ToR of established partnerships/networks Membership                                 | 6M                       | GoK/Partners      | Director MED   |
| <b>M&amp;E Capacity Development</b>  |                                 |                       |                           |                       |                       |   |                          |                   |  |
| Development of Communications Strategy for NIMES   |                                 |                       | 2 <sup>nd</sup> Q 2020/21 |                       |                       | Communication Strategy  | 5M                       | GoK/Partners      | Director MED   |
| Development of Knowledge Management Strategy for NIMES   |                                 |                       | 2 <sup>nd</sup> Q 2020/21 |                       |                       | KM Strategy   | 5M                       | GoK/Partners      | Director MED   |
| Conducting Financial, Human and Institutional M&E Capacity Needs Assessment in MDACs   |                                 |                       | 1 <sup>st</sup> Q 2020/21 | -                     | -                     | Capacity Needs Assessment Report  | 50M                      | GoK/Partners      | Director MED   |
| Defining skills and staff requirements for M&E Units   |                                 |                       | August 2020               | -                     | -                     | Inventory of Skills and staff Requirement   | 10M                      | GoK               | Director MED   |
| Rolling out of M&E Systems (e-NIMES)   | -                               |                       | 1 <sup>st</sup> Q 2020/21 | -                     | -                     | M&E Reports generated by the Systems Survey User logs   | 200M                     | GoK/Partners      | Director MED   |
| Develop M&E Capacity Building/Development Strategy   |                                 |                       | 4 <sup>th</sup> Q 2020/21 |                       |                       | Capacity development strategy   | 20M                      | GoK/Partners      | Director MED   |

| Implementation Issues   | Time Frame (in Financial Years) |                       |                           |                           |                       | Means of Verification                  | Budget estimates (Kshs.) | Source of funding | Responsibility                                    |
|---|---------------------------------|-----------------------|---------------------------|---------------------------|-----------------------|--|--------------------------|-------------------|---|
|   | Year 1                          | Year 2                | Year 3                    | Year 4                    | Year 5                |  |                          |                   |   |
|   | (July 2018-June 2019)           | (July 2019-June 2020) | (July 2020-June 2021)     | (July 2021-June 2022)     | (July 2022-June 2023) |  |                          |                   |   |
| Develop M&E training Manual (in Basic M&E, Climate Change M&E, Human Rights M&E, Statistics, Gender M&E ICT, M&E) |                                 |                       | Jan 2021                  | -                         | -                     | Curriculum Materials                   | 50M                      | GoK/Partners      | Director MED<br>KICD/KSG                          |
| Establishing a Scheme of Service for M&E Officers   |                                 |                       |                           | 1 <sup>st</sup> Q 2021/22 |                       | Scheme of Service                      | 3M                       | GoK/Partners      | 1. M&E Department<br>2. Public Service Commission |
| Conduct orientation of MED and core MDA staff in Planning, Monitoring and Coordination                            | June 2019                       | July-September 2019   | July-Sep 2020             | June 2021                 | June 2022             | Report                                 | 15M                      | GoK/Partners      | Director MED                                      |
| Conduct training for M&E experts in all counties on M&E guidelines, procedures, standards, plan and M&E systems   |                                 |                       | July 2020                 |                           |                       | Report<br>Inventory of trained experts | 50M                      | NG/CG/Partners    | Director MED<br>KSG                               |
| <b>Revitalization of National Integrated M&amp;E System (NIMES)</b>   |                                 |                       |                           |                           |                       |  |                          |                   |   |
| Development of NIMES Master Plan  |                                 |                       | June 2020                 |                           |                       | Master Plan developed                  | 3.5M                     | GoK/Partners      | Director MED                                      |
| Strengthen the NIMES structures   | 2018/19                         | 2019/20               | 2020/21                   | 2021/22                   | 2022/23               | NIMES Structure strengthened           | 500,000                  | GoK/Partners      | Director MED                                      |
| Review MTP III Indicators   |                                 |                       | 1 <sup>st</sup> Q 2020/21 |                           |                       | Set of indicators/Handbook             | 7M                       | GoK/Partners      | Director MED                                      |
| Aligning of MTPIV indicators to the National M&E system   |                                 |                       | -                         | -                         | July 2023             | Set of indicators/Handbook             | 6M                       | GoK/Partners      | Director MED                                      |
| Annual M&E Work-plan (and Allocation of budget for M&E work to program/project)                                   |                                 | June 2020             | July 2020                 | July 2021                 | July 2022             | Printed Estimates                      | -                        | GoK/Partners      | National Treasury/<br>Director MED                |
| Development of Resource Mobilization Strategy   |                                 |                       | 2020                      | 2021                      | 2022                  | Resource mobilization Strategy         | 2M                       | GoK/Partners      | National Treasury/<br>Director MED                |
| M&E Policy Review   | -                               | -                     | -                         | -                         | 2026                  | Report Publication                     | 3M                       | GoK/Partners      | Director MED                                      |