



## **KENYA**

# **STRATEGY FOR STRENGTHENING ACCOUNTABILITY AND EVIDENCE-BASED POLICYMAKING IN DEVELOPMENT PLANNING PROCESSES IN KENYA**

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## Acronyms and Abbreviations

CDD	-	Capacity Development Division
CIDP	-	County Integrated Development Plan
CIMES	-	County Integrated Monitoring and Evaluation system
CoK	-	Constitution of Kenya
ECA	-	Economic Commission for Africa
GDSS	-	General data dissemination system
KIPPRA	-	Kenya Institute of Public Policy and Analysis
KNBS	-	Kenya National Bureau of Statistics
M&E	-	Monitoring and Evaluation
MED	-	Monitoring and Evaluation Department
MTP	-	Medium Term Plan
NCPD	-	National Council for Population and Development
NIMES	-	National Integrated Monitoring and evaluation system
NSS	-	National Statistical System
PFM	-	Public Finance Management System
SDGs	-	Sustainable Development Goals
TASC	-	Tool for Assessing Statistical Capacity
TORs	-	Terms of Reference
UN	-	United Nations
UNECA	-	United Nations Economic Commission for Africa



# CHAPTER 1: BACKGROUND TO THE STRATEGY

## 1.1 Introduction

The momentum of growth during the period 2003-2007 period motivated the Kenya Government to embark on a long-term development strategy. As a result, the Kenya Vision 2030 was developed as the country's development blue print covering 2008 to 2030. Its primary goal is to transform the country to a newly industrializing “middle income country, providing a high quality of life for all its citizens by the year 2030”. The vision is based on three pillars: economic, social and political. The economic pillar recognizes agriculture as a critical sector in contributing to attainment of the Vision goals that aim at achieving an average GDP growth rate of 10 % per year up to the year 2030. The six key growth drivers for achievement of the economic vision were identified as tourism; increasing value in agriculture; a better and more inclusive wholesale and retail trade sector; manufacturing for the regional market; business process outsourcing and financial services and has been expounded to include Oil and other Minerals sector and the Blue economy sectors.

The vision is implemented through five-year medium-term rolling plans, starting with the Medium Term Plan I which covered the period 2008-2012 followed by MTP II covering 2013-2017 and the current MTP III covering 2018- 2022. Subsequent five year plans will be adopted until the Year 2030. The Second Medium Term Plan (MTP) of the Vision 2030 inscribes Ending Drought Emergencies (EDE) as one of the key foundations for national development. During the second MTP, in addition to the identified six key growth drivers, oil and minerals are expected to be the seventh key drivers meant to spur socio - economic growth.

In the preparatory process, a thematic group on climate change and environmental sustainability largely informed the policy thrusts that relate to environment related matters, including most recommendations related to resilience. In order to achieve Vision 2030, the agricultural sector is expected to continually grow at minimum of 7% annually. This growth will be achieved through implementation of the agricultural sector flagship projects whose success is hinged on a sector-wide policy direction.

## **1.1 Devolution and enhanced decentralized resources**

Prior to the new Constitution Kenya instituted a considerable number of devolved funds, some of which indicated considerable overlaps. The promulgation of the Constitution of Kenya 2010 marked a momentous point in Kenya's history. Among other things, the Constitution provided for enhanced checks and balances within the government, an enhanced role of Parliament and citizens, an independent judiciary, and a progressive Bill of Rights. The Constitution provided for a major devolution—not only of resources and functions, but also creating a whole new layer of county government.

Elections in March 2013 marked the official launch of devolution, as 47 new county governors and county assemblies were elected and began the challenging work of setting up new institutions, as well as a new national senate representing each county. Functions and funds have been transferred to the new counties, and new county institutions are gradually taking shape.

The objectives of devolution include:

- i) Promoting democratic and accountable exercise of power;
- ii) Fostering national unity amidst diversity
- iii) Enabling self-governance of the people towards their interrogation of the state
- iv) Recognizing the right of communities to self-management and development
- v) Protecting and promoting the rights and interests of minorities and marginalized groups
- vi) Promoting socio economic development
- vii) Ensuring equitable sharing of national and local resources
- viii) Rationalizing further decentralization of state organs; and
- ix) Enhancing checks and balances

## **1.2 Public Participation under the Constitution**

Public participation is an important principle, which has now been underpinned in the constitution. Public participation creates a balance between governing for the people, and governing by the people. It emphasizes on the need to enhance further inclusion and meaningful participation of citizenry in the process of decision making within various governance structures. If it is harnessed properly, public participation has the potential of playing a significant role and greatly influencing

decision making and ultimately improves the governance process and development outcomes. Public participation promotes such management concepts such as ‘*more heads are better than one*’ leading to productive and sustainable change. Indeed, it is part of a ‘people first’ or ‘people centered’ methods of management, which avoids centralized, hierarchical decision-making.

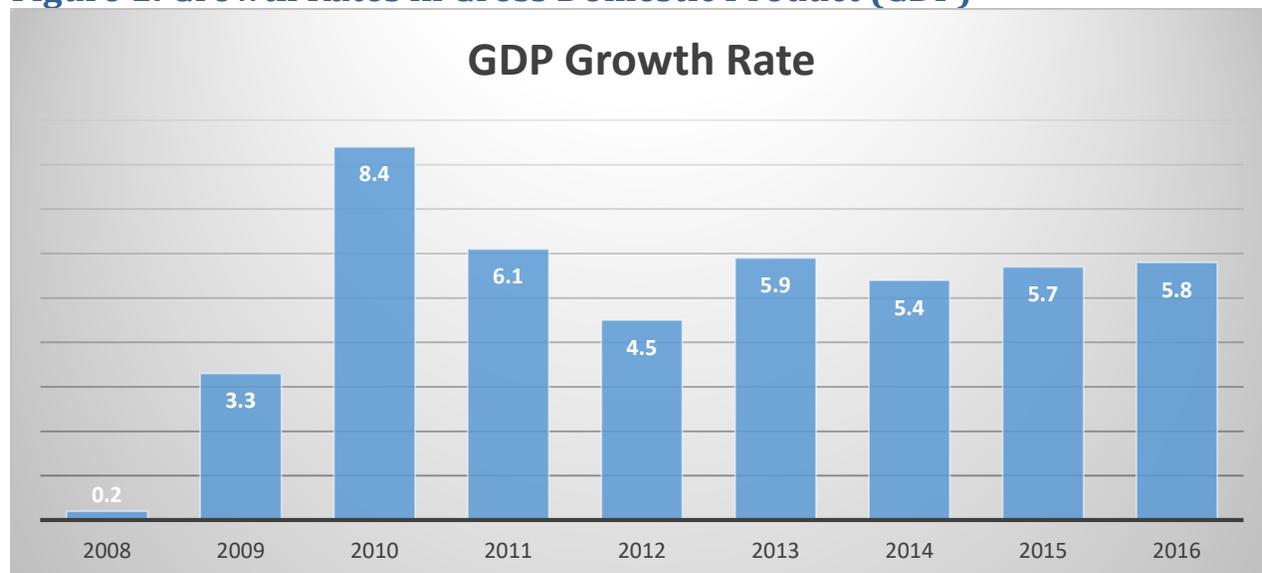
Much as the constitution provides for it people’s participation, the government has to take a proactive role to ensure there are opportunities for public involvement. For instance, the success and effectiveness of public hearings depends majorly on the commitment of local government to transparency and public participation.

Civil society organizations have for long played a significant role in enhancing a culture of participation across the world. Civil society organizations should not only act as watchdogs, but also influence public opinion in terms of supporting or being against local government policies and practices. They often initiate the formation of watchdog committees and citizen advisory groups and facilitate their activities. The private sector has a major task of supporting and scrutinizing public-private partnerships and advocacy campaigns.

### **1.3 Overall macroeconomic framework**

A review of macro-economic management trends since the mid-1990s shows that Kenya has performed strongly albeit with challenges owing to increasing imports, especially food and oil. High international prices of both commodities have led to higher inflation levels, especially during the periods when the country has experienced low domestic food production due to drought, as in 2009 and 2011. The impact of droughts on electricity generation has also impacted negatively on prices due to the effects on manufacturing and imports of oil to fill the energy generation gap. Drought conditions are much more common and intense in ASAL areas, hence the targeting of these areas for support, especially to support food security. Floods and droughts are estimated to cost Kenya an estimated 2.4 per cent of its GDP (World Bank) every year.

**Figure 1: Growth Rates in Gross Domestic Product (GDP)**



Source: Economic Survey (2009, 2012, 2017), KNBS

Kenya's GDP growth increased slowly in the decade of 2000, as reflected in GDP per capita which grew from US \$ 450 in 1990 (constant 2000 US \$) to US \$ 478 in 2011. Many analysts make a point that Kenya had a higher potential than what was achieved (World Bank). GDP growth was especially strong in the ERS period, rising from 0.6 per cent to 7.1 per cent in 2007. Following the crises of 2007 – 08 and the global financial, fuel and food crises; combined with drought conditions of 2009 and 2011, the economic growth has just been picking-up again with performances in the period oscillating between 0.2 – 8 per cent in the period 2008 – 2014 (growth in 2014 was 5.3%). GDP further expanded by 5.8 per cent in 2016 compared to a growth of 5.7 per cent in 2015. The growth in GDP has largely been supported by public investment spending, private final consumption expenditures, lower global oil prices, and a strong recovery in tourism. Gross domestic savings have not reached the levels (over 30 per cent) anticipated in Kenya Vision 2030 with good years achieving levels of 16 – 18 per cent (2005 – 2014); while investment levels have been higher at between 17 and 25 per cent (2005 – 2014). The level of savings has therefore been a constraint to development.

## **1.5 Organization of the Document**

This presentation of the Strategy is divided into 5 chapters as follows: after the introductory chapter which focuses on the economic context, objectives and rationale for the Strategy. The second chapter presents the situational analysis of the Statistical System and Development Planning while Chapter 3 presents the Strategy. Chapter 4 discusses the implementation framework, as well and the monitoring and evaluation system. Chapter 5 concludes this document based on the key lessons to be learnt and the way forward.

## CHAPTER 2: ANALYSIS OF THE EXISTING SITUATION IN PLANNING AND STATISTICS

### 2.1 Kenya's Development Planning Landscape

The planning process and implementation of development programmes in Kenya has been domiciled within the Ministry of Planning since pre-independence dates. The Ministry has existed either as a fully-fledged ministry or a division of the Ministry of Finance and Planning and its mandate has also continued to expand over time. Despite the lack of consistency in the placement of the Ministry, the core functions have remained the same. The successive revisions to the ministerial mandates have not only been made necessary due to the various emerging development issues, but also due to important regional and international collaborative arrangements.

Sessional Papers and five-year National Development Plans (NDPs) have been used in Kenya as blueprints for setting the national focus in the development process. While Sessional papers are specific to sectoral aspects addressed, NDPs, which were discontinued after the 9<sup>th</sup> National Development plan hitherto served as the main blueprint guiding national development plans, budgets and investment goals and objectives. Between 1963 and 2002, Kenya had prepared a total of nine conventional five-year National Development Plans. On their discontinuation, the Economic Recovery Strategy (ERS), Kenya Vision 2030 and MTPs are playing this role.

In the period between 2000 and 2001, Poverty Reduction Strategy Papers (PRSPs) – interim and the full PRSP - were prepared as part of the Bretton woods institutional initiatives. These papers were, however, not implemented as blueprints or fully followed-up when the International Monetary Fund (IMF) and World Bank decided that they would not pursue them as part of Conditionality rather they would emphasize the so-called Article Four discussions.

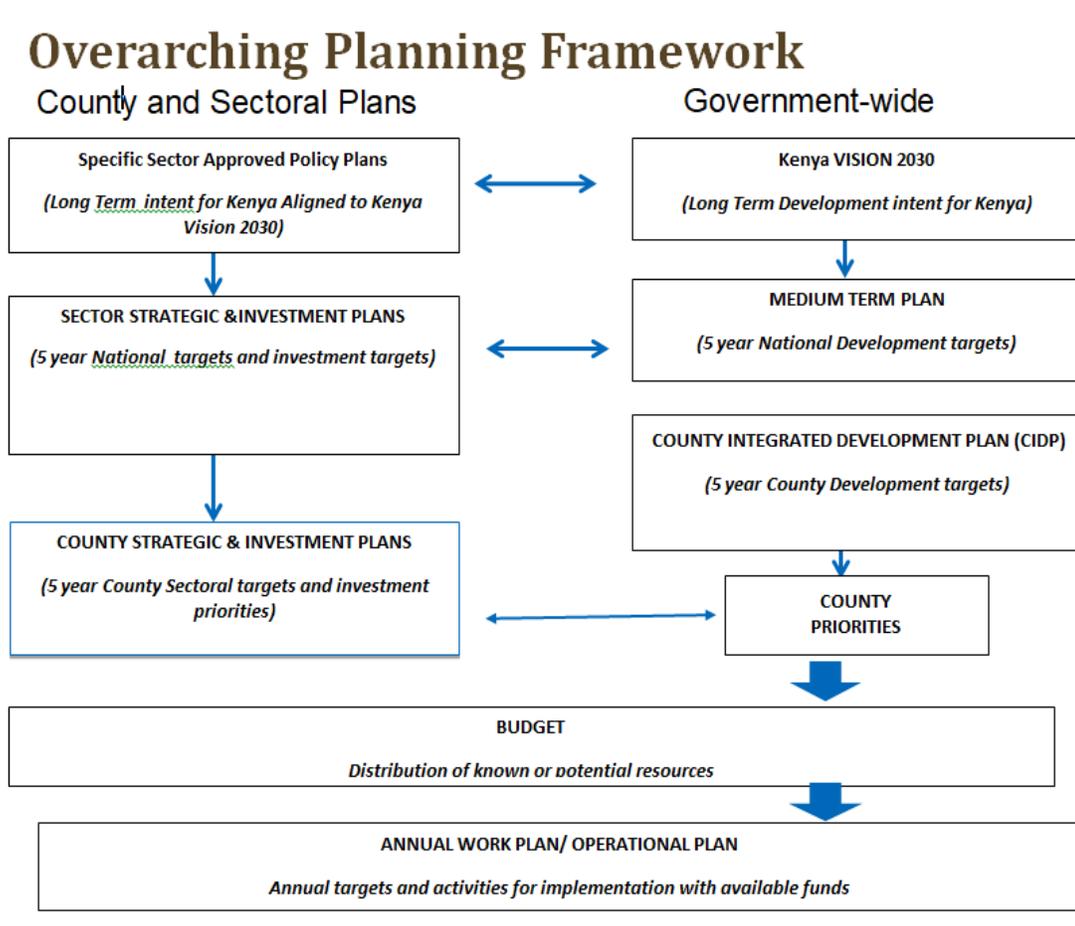
In the year 2003, the Government adopted and launched *Economic Recovery Strategy for Employment and Wealth Creation (ERS) 2003 – 2008* to reverse the negative trends and return the economy back to growth path. The ERS focused on four main pillars namely growth and macroeconomic stability, improved governance, social equity, poverty reduction and rehabilitation of infrastructure.

After successful implementation of the ERS, Kenya was motivated to prepare a long-term plan, the Kenya Vision 2030. This is the current Economic Blueprint being implemented via a series of successive five-year Medium-Term Plans (MTPs) with the first one being MTP 2008-2012. At appropriate stages, other five-year plans will be produced e.g. second MTP covering the period 2013 to 2017, third MTP covering the period between 2018 and 2022. These are implemented and linked to specific Sectoral plans and the 47 County governments' CIDPs, ADPs and other plans.

The commitment in the implementation of plans macro-economic management since the mid-1990s shows that Kenya has performed strongly albeit with challenges owing to increasing imports, especially food and oil. High international prices of both commodities have led to higher inflation levels, especially during the periods when the country has experienced low domestic food production due to drought, as in 2009 and 2011. The impact of droughts on electricity generation has also impacted negatively on prices due to the effects on manufacturing and imports of oil to fill the energy generation gap.

Given the changes brought in the Government Structures arising from the new constitutional dispensation, there has been the need for establishment of strong linkages among key institutions to ensure integrated planning, efficient and effective implementation of economic policy, programmes and projects as well as regular monitoring and evaluation and the requisite reporting. The Constitution brought in Commissions and Independent Offices to ensure that governance issues are well handled. In addition, there is need to strengthen the Central Planning and Project Monitoring Units (CPPMUs) in all government Ministries and state departments.

**Figure 2: Kenya’s Development Planning Framework**



**Source:** UNECA, 2018.

## 2.2 The Statistical Framework and Development Planning in Kenya

The national statistics system contributes to the planning process in many ways. Specifically, the Kenya planning and budgeting process both at the national and county level draws information from the Kenya National Bureau of Statistics (KNBS), the National Integrated Monitoring and Evaluation System (NIMES) and the County Integrated Monitoring and Evaluation System (CIMES) products.

KNBS is the principal agency tasked with collecting, analyzing and disseminating statistical information. KNBS however, does not work in solitary; the institution coordinates a national

statistical system that encompasses other state and non-state organs to ensure statistical information is processed in line with international standards.

NIMES is a system coordinated by Monitoring and evaluation Department (MED) a department in The National Treasury and Ministry of Planning. NIMES tracks implementation of public policies, projects and programmes as well as conduct intensive evaluations on select projects for the purpose of informing planning and budgeting. MED conducts detailed analysis on available information to draw conclusions, recommendations and lessons learnt. As with KNBS, its major sources of data are the state and non-state actors. CIMES is a replica of NIMES at the County level.

Furthermore, Development process of Economic planning documents largely benefits from KNBS (survey and census reports) and NIMES products (Annual Progress Report, public expenditure review, mid and end term reports) in addition to being aligned to national priorities, international and regional agendas. Data from KNBS and NIMES forms a basis to support planning and budgeting decisions thus it is paramount that information from these institutions is credible and timely. Other additional documents that form a basis for planning and budgeting include: Kenya vision 2030, Budget reports, sector working group, treasury circulars, Budget strategy paper, budget policy statement and budget outlook paper.

However, a weak linkage between policy formulations, planning and budgeting at all levels of government continues to be observed. At the national level the linkage of MDA's plans and the Vision 2030 and the MTPs and the annual budget cycle may still need strengthening. This is because the Vision 2030, and other planning documents are not fully synchronized the annual budgets are with each other. Thus, an effective and efficient planning system and an accountable governance system is a prerequisite to the realization of the Vision 2030. It is therefore imperative that the capacity of the relevant planning and statistics institutions be enhanced to enable them to execute their respective roles. Hence, strengthening and integrating accountability instruments and evidence-based tools in Kenya's development planning and programming at all levels is one of the surest pathways for realizing its Vision 2030.

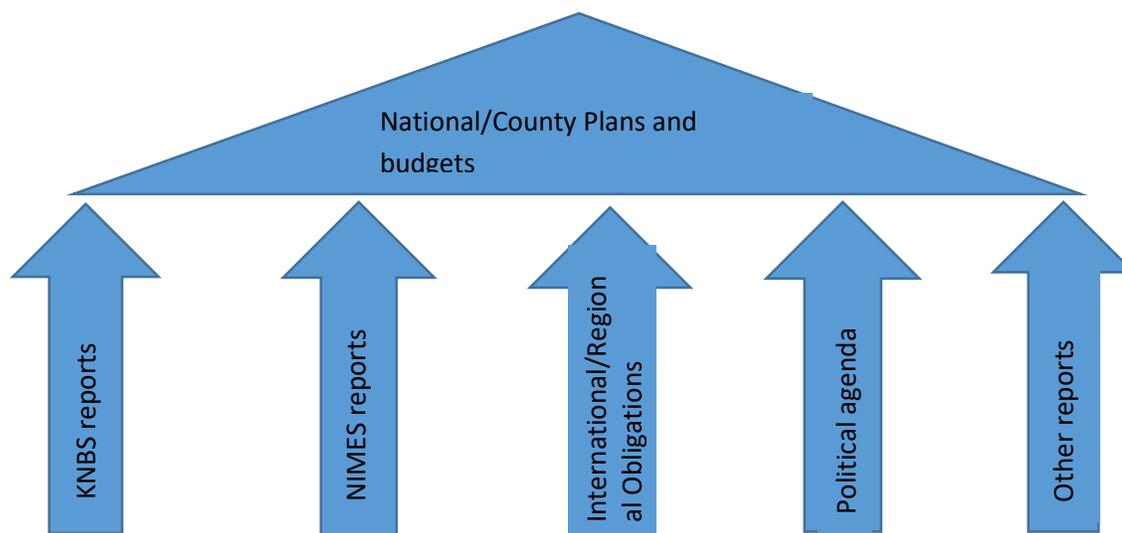


Figure 1: Documents contributing to the National and County development plans

## 2.3 Assessing the Planning and Statistics systems of Kenya

As a prelude to the elaboration of this Strategy document, two technical studies were conducted to assess the status of the Planning and Statistics processes in Kenya. These case studies brought out a wide range of issues with regard to the internal strengths, weaknesses, opportunities and threats (SWOT) characterizing the two processes.

### 2.3.1 Findings and Recommendations in Statistics

Table 1 presents a summary and array of the strengths and weaknesses as captured in the SWOT analysis of the Statistics system and validated by national stakeholders.

Table 1: SWOT Analysis of the Statistics system

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>Existence of legal and regulatory frameworks including Statistics Act No. 4 of 2006 which provides a legal framework on statistics in Kenya, Kenya national M&amp;E framework, Kenya National M&amp;E policy, NIMES communication strategy among others;</li> <li>KNBS and MED has vast experience in the production of statistics and M&amp;E reports and are adequately equipped with highly competent staff with specialized skills;</li> <li>There has been continuous support from various development partners and other non-state organizations</li> <li>There are established structures at the line ministries to support M&amp;E work</li> <li>Use of ICT in statistics and M&amp;E</li> <li>Existence of data collection and reporting structures</li> </ol>	<ol style="list-style-type: none"> <li>Inadequate capacity in terms of staffing levels, office space, transport facilities among others at both national and county governments</li> <li>Lack of an effective communication strategy</li> <li>Lack of regulations to support provision of the Statistics Act 2006</li> <li>Non-alignment of the Statistics Act 2006 with the 2010 Constitution</li> <li>There is no legal authority to facilitate execution of M&amp;E work,.</li> <li>Frequent staff transfers resulting into lack of continuity in delivery of services.</li> <li>Inadequate funding and its sustainability</li> <li>Inadequate automated operations in the MDAs</li> </ol>

<p>7. There is continuous effort to strengthen the M&amp;E/Statistics offices in government MDAs and counties</p> <p>8. Existence of a KNBS offices in every County</p> <p>9. Collaboration between the national government agencies and the county government departments.</p>	<p>9. Existing Statistical and M&amp;E establishments in the County Governments are not harmonized and poorly coordinated in most County Governments.</p>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<p>1. Growing appreciation and demand for M&amp;E and statistical information both nationally and internationally</p> <p>2. Goodwill from the government and development partners.</p> <p>3. Huge potential for collaborations, partnerships, linkages and networks with data producers, users, suppliers and international statistical agencies</p> <p>4. Existence and accessibility of international standards and methodologies</p> <p>5. Advancement in ICT</p> <p>6. The Kenya Constitution of 2010 gives more emphasis on M&amp;E and information, including rights to data/information</p> <p>7. Enactment of County statistical bill</p> <p>8. Increased public interest on data collection, analysis and reporting</p>	<p>1. Inadequate budgetary allocation and delay in disbursements of funds from the government</p> <p>2. Government policy of freezing employment in public service</p> <p>3. Limited capacity in statistical production by other data producers.</p> <p>4. Insecurity in some regions in the country</p> <p>5. Political-legal changes</p> <p>6. Competition for human resource</p> <p>7. Inadequate infrastructure in local areas thereby limiting access to web-based information resources.</p> <p>8. Under utility of statistical information in MDAs</p> <p>9. Inadequate funding for training and capacity development to keep up with technological advancement</p> <p>10. High cost of building a robust M&amp;E/Statistical system especially an automated one.</p> <p>11. Very dynamic and fast paced technological environment</p>

**Recommendations from the Statistics Case Study**

On the basis of the findings of the Statistics Case Study, the following recommendations were put forward:

- a) Review the National Statistics systems to ensure establishment of statistical units in MDAs and counties;
- b) Increase funding for statistical activities whose outputs are used for policy making, planning and decision making including funding for MDAs;
- c) Finalize and implement the National Strategy for Statistical Development;
- d) Enactment of the Amended Statistics Act;
- e) Enhance the use and adoption of modern technology in data collection, storage and management infrastructure across the NSS;
- f) Capacity build officers on M&E, data collection and analysis;
- g) Approval of the national M&E policy;
- h) Development and enactment of the M&E bill;

- i) Develop a national legislation and policy framework specifically targeting the counties statistical framework. This will address issues to do with: Organizational Structure, Human Capacity, Partnerships for strengthening Statistical and M&E System and Funding

### 2.3.2 Lessons learned from the Planning Assessment

The many years of development planning have yielded several crucial lessons in policy formulation and management in Kenya with the *first* one being the realization that macroeconomic stability is an essential prerequisite for achieving the kind of growth needed for development. The *second* lesson has been that the benefits of growth do not instantaneously trickle down or spread across regions, and as such, development must therefore address human needs more directly. Indeed, this means that development requires targeting, in order to achieve desirable results.

A *third* lesson has been the realization that no single policy will trigger development and therefore a multifaceted planning approach is needed. The *fourth* and important lesson has concerned the primacy of institutions and that, indeed, they are now considered as key agents of effective development. The *fifth* lesson recognizes that monitoring and evaluation are also critical for development. *Sixth*, another important lesson during the implementation of the ERS has been that the Government as whole needs to be focused in order achieve desired goals, with other players, such as the Private Sector also being roped in to provide the necessary support.

*Seventh*, the country is likely to face complexities in putting in place an integrated development planning arising from the simultaneous implementation of the new constitution, the Kenya Vision 2030, the MTPs, CIDPs linked to spatial plans and other development plans both for both levels of government in a devolved system. This, therefore, calls for restructuring of the structure for planning in Kenya to tackle the emerging, regional and international development issues and collaborative arrangements. Lastly, major milestones can be achieved by addressing the challenges that abound like weak linkage between the national and county planning, weak Statistics and missing data, non-inclusion of the devolved units in national M&E and even politicization of data e.g. Population Census data, Lack of baseline data for monitoring and evaluation.

## CHAPTER 3: STRATEGIC ORIENTATIONS

### 3.1 Vision of the Strategy

Based on recommendations made from the analysis of the statistics and planning processes, and the validation by the stakeholders this Strategy document puts forth a Vision for the strengthening of accountability in national development planning in Kenya, and proposes a plan to achieve that vision, including objectives, activities and outputs. Hence, the following vision statement was adopted by national stakeholders upon examination and validations of the technical studies:

*Vision statement: “A result oriented and accountable planning process for sustainable development by 2030”*

**Foundation of the Vision:** in addition to Kenya’s commitment and determination to accountability in the articulation and implementation of its policies, programmes and development projects, this vision takes into consideration Kenya’s strategic development goals as articulated in its Vision 2030.

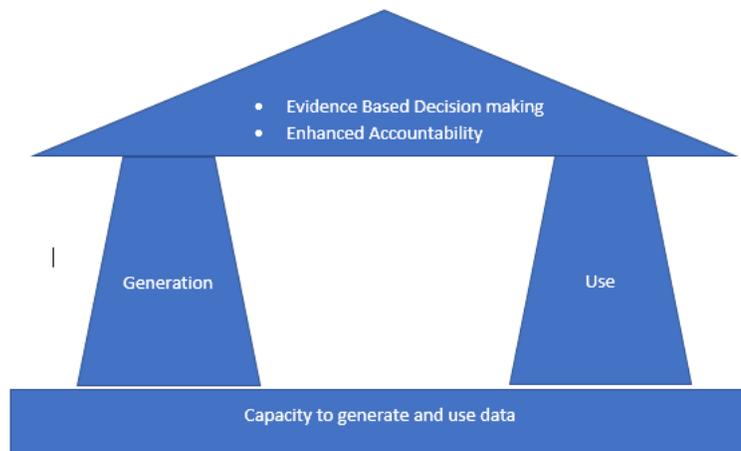
**Scope of the Vision:** The Strategy will be applied to all sectors of the Kenyan economy and towards the realization of the Kenyan National Vision 2030.

#### **Pillars of Vision**

The strategies and actions proposed in this document are based on some of the national and international good practices, but most importantly on the SWOT analysis carried out on Kenyan institutions. The strategic objectives are therefore set around two broad pillars (See Figure 3):

- a. Generation – which focus on ensuring relevant and quality evidence is produced and made accessible to policy makers
- b. Use - focus is on promoting utility of evidence to inform policy and enhance accountability.

**Figure 2: The Two Broad Pillars of Accountability-driven and Evidence-based Development Planning**



### **3.2 Strategic Objectives, Outputs and actions**

#### **Strategic Objective 1: Creating and Operationalizing a National Planning Authority**

Kenya is likely to be faced with complexities in putting in place an integrated development planning arising from the simultaneous implementation of the new constitution, the Kenya Vision 2030, the MTPs, CIDPs and other development plans both for both levels of government in a devolved system. All this calls for a system-wide restructuring of Kenya's planning system so that planning is well coordinated among and between the two levels of government. This is a governance and economic development issue that will require integrated planning, efficient implementation, regular monitoring and evaluation, if Kenya is to meet its ambitious but desirable goals that its people have set for themselves. A planning structure that is more suitable for the country as it undergoes this historic transformation is required. Global experience has shown that planning in countries that have achieved rapid transformation have established either Planning Commissions/Authorities or Boards as constitutional bodies with legal Acts operationalizing them. The bodies are legally empowered to vet and approve key development projects in the country before they are financed in the budget. This is the case in Singapore, Malaysia, Turkey, India, China, Ghana and recently South Africa.

Under the new constitution counties are expected to generate their own development plans, and a considerable number of functions previously run by the central government have been devolved to the counties. Further, this must be done in conformity with the broad long-term guidelines of the Kenya Vision 2030. Hence the need for a new planning framework that is expected to address main weaknesses the country's planning structure has faced over the years, including:

- i) Limited linkage between national plans and the annual budget; and
- ii) Absence of a legal framework to reinforce planning goals and project priorities.
- iii) Lack of a high capacity to generate policy documents that are fully implemented;
- iv) Weak monitoring and evaluation of the successes of approved development expenditures

In view of this, a National Planning Authority is therefore being proposed that will overcome these past difficulties and also provide a roadmap that will ensure that Kenya achieves its national development under the new constitution and the Kenya Vision 2030.

### **Strategic Objective 2: Enhancing generation of timely, relevant and quality information for development planning and programming**

In Kenya, data for decision making is largely generated by the Kenya National Bureau of Statistics(KNBS), Monitoring and Evaluation Department (MED), National Council for Population Development (NCPD), Kenya Institute for Public Policy Research (KIPPRA), Government Ministries, Department and Agencies among others. These institutions have been producing good research document used to inform planning and budgeting process over the years, with the main documents being statistical reports from KNBS and research reports from the NIMES. Such publications include, for instance: Statistical Abstract, Economic Surveys, Kenya Demographics Health Survey report, Kenya Integrated Household Based Surveys, Population census and projections data, Annual Progress reports of the Kenya Vision 2030, Public Expenditure review report among others. However, their utility in informing policy decisions has not been optimal, and this has largely been attributed to their late release. To remediate this situation, this Strategy proposes the following Action Areas:

- **Action Area 1: Organizational capacity building**

This Action Area concerns strengthening the capacity of statistics institutions to generate quality, credible and timely data for decision making, including its heightened integration into the Planning process. Suggested actions will include:

- Enactment of the Amended Statistics Act;
- Approval of the national M&E policy;
- Development of County M&E policies;
- Development and enactment of the M&E bill;
- Development of a national legislation and policy framework specifically targeting the County Governments statistical framework. This will address issues to do with: Organizational Structure, Human Capacity, Partnerships for strengthening Statistical and M&E System and Funding;
- Review the National Statistics systems to ensure establishment of statistical units/ focal persons with clearly defined roles and timely reporting mechanism in MDAs and County Governments;
- Increasing funding for statistical and M&E activities whose outputs are used for policy making, planning and decision-making including funding for MDAs;
- Finalizing and implementing the National Strategy for Statistical Development;
- Enhancing the use and adoption of modern technology in data collection, storage and management infrastructure in the NSS, NIMES and CIMES establishments;
- Strengthening the CPPMUs to ensure all projects are tracked and reported on regular basis, and information used to inform future development projects.
- Implementing the National M&E Policy Action plan
- Development of an M&E Scheme of service for M&E officers
- Providing technical assistance to counties.

- **Action Area 2: Strengthening partnerships between data production and data use to facilitate production of relevant information for policy decision-making.**

This Action Area relates to the creation of a stronger relationship between the production of data and the use of data, including in policy-making. It is suggested that KNBS and MED should provide leadership in this partnership and play the role of accrediting data generating institutions, licensing, setting regulations and disciplinary procedures.

Suggested actions include:

- Stakeholder mapping - This exercise will involve undertaking a stakeholders’ analysis which will identify all the recipients of data generated, their data needs, and the mode of communication for the various users. This will ensure that users of information will receive relevant information that is well packaged for their use.
- Strengthening existing communication strategies to better promote and better disseminate the various publications of the data and statistics producers
- Establishing a “modus operandi” across all data producers both in government and outside government, that will develop a well-defined mechanism to generate statistical data and to facilitate a comprehensive open data process.
- Enhancing consistent interactivity between statistics and policy-makers to support two-way communication. The degree of engagement between the national statistics system and policy-makers or practitioners depends on the strength, accessibility, availability and robustness of the data being produced, as well as their impact on policy. End-users of data should be engaged throughout the data production process.

### **Strategic Objective 3: Strengthening the linkage between policy formulation, planning, and budgeting at all levels of government.**

This strategic objective addresses a key finding in the Case Study of the Planning processes in Kenya regarding the continuing existence of a weak linkage between policy formulation, planning, and budgeting at all levels in the country. The following Action Areas are suggested:

- **Action Area 1: Reinforcing the linkage between MDA’s plans, the country’s Vision 2030, the MTPs and the annual budget cycle.**
  - Kenya’s Vision 2030, MTP, CIDP, ADPs and the annual budgets are currently not fully synchronized with each other. Improved synchronization, harmonization and coordination between these policy, planning and budgeting processes will serve to strengthen Kenya’s overall ability to reach its development goals more efficiently and effectively
- **Action Area 2: Reinforcing the linkage between county-level CIDPs, ADPs and the county budgeting processing**
  - It is still common to observe a mismatch between the CIDP, ADP and the county budgets. Similar to the national level action, strengthening the synchronization of planning and budgeting processes at the county level, and between the county level and national level

will greatly improve the chances of counties reaching their development goals more efficiently, contributing therefore to national development.

## **CHAPTER 4: IMPLEMENTATION FRAMEWORK FOR THE STRATEGY**

This chapter outlines key stakeholders in implementation of this strategy, partnerships and collaborations, roles and responsibilities of the various stakeholders, financing arrangements; and monitoring and evaluation of the strategy document.

### **4.1 Proposed Institutional Structure for Implementing the Strategy**

This strategy is a tool to operationalize the Kenya long term vision 2030. Therefore, the implementing structure is expected to follow that of the State Department for Planning. The State Department for planning is the Government institution lead by a Principal Secretary that is mandated to formulate, coordinate and track implementation of economic policies and interventions that will effectively and efficiently accomplish the country's major economic and development objectives. The Department provides leadership in preparation of the Kenya Vision 2030's Medium-Term Plans, Sector Plans as well as in tracking their implementation.

Further the state department is charged with the responsibility of ensuring implementation of regional and international obligations that Kenya has committed to. These include the Agenda 2030, African Agenda 2063, East Africa Vision 2050, Kyoto Protocol, among others.

Further, the State Department maintains a structures that ensures all aspects of development planning are catered for. Its departments include: Macroeconomic Planning and Economic cooperation that takes lead in preparation of Sector Plans and MTPs of the Kenya vision 2030 ; Projects and Programmes department that coordinated implementation of Agenda 2030; Social and Governance department; Economic Development Coordination department mainly coordinating development of county development plans and ensuring they are consistent with national development plans; Infrastructure, Science and Technology department responsible for coordinating formulation of policies and programmes of the enablers of the Kenya Vision 2030;

and Monitoring and Evaluation Department responsible for tracking and reporting on implementation of the Kenya vision 2030.

The State Department also constitutes autonomous agencies supporting development planning, monitoring and reporting which include: the Vision 2030 Delivery Secretariat, responsible for spearheading the implementation of the Vision 2030; National Council for Population and Development(NCPD) dealing with demographics; Kenya National Bureau of Statistics (KNBS) providing all statistical information needed for policy and decision-making; New Partnership for Africa’s Development (NEPAD), designed to address the current challenges facing the African continent; and the Kenya Institute for Public Policy Research and Analysis (KIPPRA), which provides quality public policy advice to the Government of Kenya by conducting objective research and analysis.

Further, the State Department for Planning has offices staffed with Economist/ Statisticians in all Government State Departments. This is to ensure comprehensive planning whereby these offices are tasked with the responsibility of undertaking planning functions in their respective state department.

The implementation framework will comprise both technical and financial resources as well as capacities within the State Department of Planning and the partner institutions. Strengthening a country to use evidence to enhance accountability and development planning requires a collaborative approach that integrates various key partners. In cognizance of the institutions that require to be strengthened to facilitate generation and use of data to inform policy, for implementation of this strategy, partners will include both National and County Government and non-state actors (development partners; academia; civil society). Table 2 presents the various partners who will be involved in its implementation.

*Table 2: Roles and Responsibilities of Implementing Partners*

<b>Institution</b>	<b>Roles and Responsibilities</b>
Office of the Principal Secretary, State Department for Planning	The department will take lead in implementation of this strategy. The office will provide leadership, guidance, resources, collaborations and partnerships required in its implementation.

State Department for Planning	The State Department is responsible for strengthening planning and policy formulation at all levels; strengthening linkages between planning, policy formulation and budgeting at all levels; tracking and reporting of implementation of development policies, strategies and programmes. The State department is therefore it is expected to review, adapt and ensure implementation of the proposed strategies.
Ministries, Departments and Agencies	These are key stakeholders in generation and use of evidence in the country. They will therefore be expected to embrace the proposed strategies as well a partner in their implementation
County Government	County Governments, will be expected to partner in the review and implementation of these strategies proposed herein.
Development partners	Development partners will be key providing both technical and financial resources required in the implementation of the policy
Academia	The academia will support by providing trainings as need be.

## 4.2 Monitoring and Evaluation

It is envisaged that the introduction of evidence-based policy making approach in the national development planning process would further enhance the identification of gaps where evidence of programme effectiveness is lacking. With this strategy, policymakers would be enabled to use evidence and accountability tools in making development and budget decisions.

Key performance Indicators have been identified and can be refined further to facilitate tracking implementation of this strategy and realization of results. It is anticipated that MED, the institution responsible for tracking and reporting implementation of public programmes, will be responsible for continuous monitoring of this strategy paper. Reporting should be done on quarterly basis or as need be and will be done using a format agreed upon by all the stakeholders.

With the understanding that accountability-integrated and evidence-driven development planning policymaking relies much on systems to monitor implementation and measure key outcomes, this therefore warrants the development of a National M&E policy framework that would spell out the M&E best practices, principles, processes, standards and procedures. In other words, the underpinning factor would be the development of an Implementation Plan, M&E guidelines, manuals and tools for use or adaption across government.

A monitoring and evaluation framework based on a Results Based Management model for implementation of the Strategy will be developed in order to ensure the implementation of the Strategy is well monitored to allow for necessary measures to be taken timely to ensure the intended objectives are achieved.

### **4.3 Financing the Strategy**

Overtime, Kenya's financing of its development plans has revealed that domestic savings are falling significantly short of national development planning and investment needs. Kenya's financial resources needs to be largely enhanced in order for the country to implement its development planning agenda, and ultimately realize its long-term Vision 2030. A financing strategy will be developed by all the key stakeholders, which will establish resource requirements for the full implementation of the strategy and map out all potential financing channels. This will provide clearly spelt out actionable points and responsible institutions to ensure adequate finances for the strategy.

There is the need for national or central government to collaborate systematically with county governments, CSOs, and development partners (donors) to finance the Strategy, as well as drive its implementation through the development planning processes.

## CHAPTER 5: LESSONS LEARNED AND CONCLUSION

The Kenyan Government is in the process of implementing its third Medium Term Plan (MTP III) of the development blue print of Vision 2030 and second generation of the County Integrated Development Plans(CIDPs). Thus, smart and reliable statistics will be essential for the achievement of the desired development goals and effective delivery of basic services. Statistics also help to improve transparency and accountability which are critical for good governance and enable citizens to hold the Government to account for its decisions.

Capacities remain the most significant means for the implementation of the Strategy due to the fact that it provides the ability for setting priorities, developing programmes, designing appropriate implementation frameworks, and monitoring and evaluation of the National Strategy. As a core component of the human and institutional capacity requirements for implementing the strategy, there is the need to (1) designate lead institutions to manage the implementation of the Strategy; (2) conduct stakeholders consultancies to generate further ideas, knowledge and information that will contribute to the development of implementation frameworks and guidelines; and (3) strengthen the coordinating capacity of the lead institutions.

Within this framework, the innovative way forward is to deepen the involvement and capacities on civil societies, non-State actors, non-executive branch State actors and related entities to go beyond sensitization, dissemination and advocacy towards effectively including them in the relevant stages of integrating accountability in development planning processes.

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