



THE NATIONAL TREASURY

# MONITORING & EVALUATION FRAMEWORK

CENTRAL PLANNING AND PROJECT  
MONITORING  
DEPARTMENT

June 2025



## TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
FOREWORD .....	4
PREFACE AND ACKNOWLEDGEMENT .....	5
EXECUTIVE SUMMARY .....	8
DEFINITION OF TERMS .....	9
<b>CHAPTER ONE .....</b>	<b>11</b>
<b>1.0. INTRODUCTION AND BACKGROUND .....</b>	<b>11</b>
1.1. INTRODUCTION .....	11
1.2. MONITORING AND EVALUATION .....	11
1.3. PURPOSE.....	12
1.4. BACKGROUND OF MONITORING & EVALUATION .....	13
<b>CHAPTER TWO .....</b>	<b>15</b>
<b>2.0. RATIONALE AND OBJECTIVES OF THE M&amp;E FRAMEWORK.....</b>	<b>15</b>
2.1. INTRODUCTION .....	15
2.2. RATIONALE.....	15
2.3. OBJECTIVES OF THE M&E FRAMEWORK .....	16
<b>CHAPTER THREE .....</b>	<b>17</b>
<b>3.0. METHODOLOGY AND APPROACH.....</b>	<b>17</b>
3.1. INTRODUCTION .....	17
3.2. PURPOSE OF MONITORING & EVALUATION .....	17
3.2.1 MONITORING.....	17
3.2.2 EVALUATION.....	19
3.3 SCOPE OF THE FRAMEWORK .....	20
3.4 EVALUATION CRITERIA .....	20
3.5 M&E STANDARDS .....	21
3.6 DATA COLLECTION AND ANALYSIS .....	22
3.7 M&E REPORTING .....	23
3.8 AUTOMATED M&E SYSTEM .....	23
<b>CHAPTER FOUR.....</b>	<b>24</b>
<b>4.0 MONITORING AND EVALUATION OF PROJECTS AND PROGRAMMES .....</b>	<b>24</b>
4.1 INTRODUCTION .....	24
4.2 PROJECTS AND PROGRAMMES.....	24
4.3 PROJECT AND PROGRAMME DETAILS.....	24
4.4 PROJECT M&E TOOL .....	25
4.5 PROJECT REPORTING TEMPLATE .....	27
<b>CHAPTER FIVE .....</b>	<b>28</b>
<b>5.0 IMPLEMENTATION ARRANGEMENTS.....</b>	<b>28</b>
5.1. INTRODUCTION .....	28
5.2. ROLE OF STAKEHOLDERS.....	28
5.3. CAPACITY BUILDING .....	28
5.4. DATA QUALITY ASSURANCE.....	29
5.5. REPORTING REQUIREMENTS .....	29
5.6. KNOWLEDGE MANAGEMENT .....	29

5.7. RISK MANAGEMENT.....	30
5.8. COMMUNICATION ARRANGEMENTS.....	30
5.9. COORDINATION.....	30
5.10. REVIEW OF THE M&E FRAMEWORK.....	31
5.11. FUNDING ARRANGEMENTS.....	31
5.12. RECOMMENDATIONS.....	31
<b>ANNEX 1: THE NATIONAL TREASURY PROJECTS AND PROGRAMMES UNDER IMPLEMENTATION .....</b>	<b>32</b>

## FOREWORD

Monitoring and Evaluation Framework provides a robust mechanism to track, assess and report on the implementation of Government projects, programs and policies. Monitoring and evaluation is a critical process in promoting evidence-based decision making, accountability, transparency, foster learning and ensure efficiency and effectiveness in service delivery.

The developing of the M&E framework marks a significant milestone in institutionalizing performance measurement within National Treasury. This supports the National Treasury Planning and Monitoring and Evaluation Committee in its role to provide systematic oversight, evaluation, and evidence-based recommendations for functional and operational efficiency and realization of intended strategic outcomes.

It is important to note that M&E framework serves as a guiding document that applies to all programmes, projects, and policies implemented under the National Treasury. It provides the strategic and operational guidance necessary for the design, implementation, tracking, and evaluation of interventions led by Treasury directorates, departments, semi-autonomous agencies and affiliated institutions.

I commend all teams who contributed to the development of this Framework. The implementation of this framework will require the collective commitment of all directorates, departments, and agencies under the National Treasury. I urge each of us to uphold the principles of accountability, collaboration, and data-driven decision-making as we operationalize this Framework.

**Dr. Chris Kiptoo, CBS**  
**Principal Secretary**  
**The National Treasury**

## **PREFACE AND ACKNOWLEDGEMENT**

The Monitoring and Evaluation Framework provides both strategic and operational imperatives. It's a unified structure for conducting planning, monitoring, evaluation, and reporting within the National Treasury. The framework defines clear standards, roles, and processes and integrates real-time reporting mechanisms, encourage the use of evidence-driven policy and budget decisions, and promote continuous learning. It is anchored on the principles of transparency, accountability, and evidence-based decision-making as the key pillars for efficient use of public resources and improved service delivery

The Central Planning and Project Monitoring Department, with support from the National Treasury Planning, Monitoring and Evaluation Committee is committed to streamlining M&E. The goal of the framework is to institutionalise results-based management for effective and efficient implementation of projects, programmes and policies within the National Treasury.

The successful development of this framework has been a collaborative effort. I wish to sincerely thank the technical teams from the Central Planning and Project Monitoring Department (CPPMD) and the National Treasury Planning, Monitoring and Evaluation Committee for their dedication, insights and contributions towards finalization of this framework.

Special appreciation goes to the Principal Secretary, the National Treasury and the Principal Administrative Secretary for the leadership and continued support throughout the process. We hope that all users of this framework will find it practical and impactful as we work collectively to strengthen M&E and deliver on the anticipated results.

**Mr. John Olela**  
**Director**  
**Central Planning and Project Monitoring Department**  
**The National Treasury**

## ABBREVIATIONS AND ACRONYMS

<b>APRs</b>	Annual Progress Reports
<b>CIMES</b>	County Integrated Monitoring and Evaluation System
<b>CPPMDs</b>	Central Planning and Project Monitoring Departments
<b>CS</b>	Cabinet Secretary
<b>DAC</b>	Development Assistance Committee
<b>DFRD</b>	District Focus for Rural Development
<b>DGs</b>	Director Generals
<b>DQA</b>	Department of Quality Assurance
<b>ERP</b>	Enterprise Resource Planning
<b>GESDEK</b>	Governance for Enabling Service Delivery in Kenya
<b>IFMIS</b>	Integrated Financial Management Information System
<b>IP-ERS</b>	Implementation Plan for Economic Recovery Strategy
<b>KMRC</b>	Kenya Mortgage Refinance Company
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>MAMERs</b>	Ministerial Annual Monitoring and Evaluation Reports
<b>MDAs</b>	Ministries, Departments, and Agencies
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MED</b>	Monitoring and Evaluation Directorate
<b>MMECs</b>	Ministerial Monitoring and Evaluation Committees
<b>MTPs</b>	Medium Term Plans
<b>NIMES</b>	National Integrated Monitoring and Evaluation System
<b>NTPMEC</b>	National Treasury Planning Monitoring and Evaluation Committee
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>PAC</b>	Public Accounts Committee
<b>PAS</b>	Principal Administrative Secretary
<b>PFMR</b>	Public Financial Management Reforms
<b>PRS</b>	Poverty Reduction Strategy
<b>PM&amp;E</b>	Project Monitoring and Evaluation
<b>PPRA</b>	Public Procurement and Regulatory Authority

<b>RBM</b>	Results Based Management
<b>RK-FINFA</b>	Rural Kenya Financial Inclusion Facility
<b>PIC</b>	Public Investment Committee
<b>PPP</b>	Public Private Partnership
<b>PS</b>	Permanent Secretary
<b>SAFER</b>	Supporting Access to Finance and Enterprise Recovery
<b>SAGAs</b>	Semi-Autonomous Government Agencies
<b>SOA</b>	Service Oriented Architecture
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>TNT</b>	The National Treasury

## EXECUTIVE SUMMARY

The Monitoring and Evaluation (M&E) Framework for the National Treasury provides a structured and comprehensive system for tracking the implementation, performance, and impact of programmes, projects, and policies under the National Treasury's mandate. It establishes a results-based approach aimed at improving transparency, accountability, and efficiency in public financial management and service delivery.

The framework was developed to address institutional challenges in performance tracking, coordination gaps, and underutilization of M&E data in policy formulation. Anchored on the principles of evidence-based decision-making, learning, and adaptive management, it strengthens institutional capacity through standardized tools, automated reporting systems, and inclusive stakeholder engagement.

Central to this framework is the role of the Central Planning and Project Monitoring Department (CPPMD) and the National Treasury Planning, Monitoring and Evaluation Committee (NTPMEC), which oversee its implementation. The framework defines core M&E functions including continuous monitoring, periodic evaluations, data quality assurance, risk mitigation, capacity development, and knowledge management.

With clearly outlined objectives, the framework enhances real-time data collection and analysis, promotes organizational learning, and supports integrated planning and budgeting processes. The goal is to introduce a digital M&E system to facilitate timely, consistent, and reliable reporting, while ensuring that feedback loops are institutionalized to inform decisions at all levels.

The implementation of this framework is a significant step in institutionalizing M&E as a critical pillar of effective governance and accountability in the National Treasury. It is envisioned to serve as a model for improving fiscal oversight, optimizing resource utilization, and achieving national development goals aligned with Vision 2030.

## DEFINITION OF TERMS

- (i) **Monitoring:** A continuous process of collecting, analyzing and reporting data on a projects or programme's inputs, activities, outputs, outcomes and impacts, as well as external factors, in order to track whether actual investment programme results are being achieved or are on track to being achieved.
- (ii) **Evaluation:** Evaluation is a systematic and objective assessment of an ongoing or completed project, programme or policy including its design, implementation and results to determine relevance, effectiveness, efficiency coherence impact and sustainability.
- (iii) **Review:** An assessment of the performance of an intervention, periodically or on an ad hoc basis. Reviews are usually less comprehensive and/or in depth than evaluations. They tend to emphasize operational aspects and they are undertaken at midterm or end-term of a project/programme.
- (iv) **Indicator:** A specific, observable and measurable characteristic used to show or as a pointer to change in status of a subject of interest. Indicators can be quantitative (derived from measurements associated with the intervention) or qualitative (entailing descriptive non-measurable characteristics). Proxy indicators are used in place of qualitative indicators to ensure measurability.
- (v) **Inputs:** Inputs are all the resources that contribute to the production of service delivery outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
- (vi) **Activities:** These are the processes or steps or actions carried out to achieve the project's or programme's objective. They are written in the sequence or order in which they will be implemented.
- (vii) **Outputs:** These are products (goods or services) that are directly realized after actions/activities.
- (viii) **Outcomes:** These are the expected changes/maintenance of status in behaviour, accessibility, satisfaction on the intended beneficiaries occurring as a result of project outputs; Outcomes are often categorized into immediate outcomes and intermediate outcomes.
- (ix) **Impacts:** These are positive or negative, direct or indirect, intended or unintended consequences of an intervention's outcomes.
- (x) **Impact evaluation:** It is a scientific determination of an intervention's contribution/ attribution level to a realized objective.

- (xi) **Process evaluation:** Is determining systematically and objectively, the relevance, effectiveness, efficiency, sustainability and impact of the intervention in relation to inputs, activities and outputs in light of specified objectives and agreed standards. It helps reveal if implementation is as per agreed protocols/standards.
- (xii) **Ex-ante evaluation:** Is the process of systematically and objectively determining at the beginning of an intervention matters relating to the relevance, effectiveness, efficiency, sustainability and impact of that intervention's design or plan in relation to identified objective.
- (xiii) **Mid-term Evaluation:** Is the process of systematically and objectively determining at the mid- point of an intervention, the relevance, effectiveness, efficiency, sustainability and impact of that intervention in relation to identified objective.
- (xiv) **Ex-post evaluation:** An evaluation conducted after project completion with the emphasis on the relevance, efficiency, effectiveness, impact and sustainability of the project/intervention with the aim of deriving lessons learned and recommendations to help improve future projects/ interventions.

## 1.0. INTRODUCTION AND BACKGROUND

### 1.1. INTRODUCTION

Monitoring and Evaluation is a critical process for assessing the performance and effectiveness of programmes, projects and policies. This process involves collecting and analyzing data on programme activities, outputs, outcomes and impact to determine whether the desired results have been achieved. Monitoring and Evaluation is key to continuously and periodically assess progress achieved in the National Treasury projects and programmes, policies and services. Monitoring helps in tracking progress and assessing performance continuously with a view to informing decision making. It involves routine and systematic collection of data on identified indicators to ascertain whether we are on plan, schedule and within budget. On the other hand, Evaluation is a periodic assessment of the relevance, performance, efficiency and impact of projects, programmes, policies and services. The chapter presents Monitoring and Evaluation, the purpose and background to Monitoring & Evaluation.

### 1.2. MONITORING AND EVALUATION

Monitoring is the routine collection, analysis, and use of information about how well the program or project is progressing against stated objectives. It enables you to determine whether the resources you have available are sufficient and are being well used, whether the capacity you have is sufficient and appropriate, and whether you are doing what you planned to do. It helps to keep the work on track, and can let management know when things are going wrong. If done properly, it is an invaluable tool for good management, and it provides a useful base for evaluation.

Evaluation is a systematic and periodic assessment of an ongoing or completed project, program or policy, its design, implementation and results. It involves definition of appropriate standards, performance against those standards of performance, an assessment of actual and expected results and the identification of relevant project/program lessons or experiences. It looks at what you set out to do, at what you have accomplished, and how you accomplished it.

Evaluations can be;

- a) Formative which is done at the beginning of a program or project to ensure it is aligned with intended goals
- b) Mid-term evaluation which is done halfway the program or projects lifecycle. Allows stakeholders to evaluate progress, identify challenges and adjust to ensure project objectives are met,
- c) Process evaluation is undertaken to assess how a project or program is being implemented,

d) Summative evaluation which is done at the end of project or program, is designed to demonstrate its effectiveness.

### **I.3. PURPOSE**

#### **1. Management decision-making**

- i. M&E systems enhance managerial processes and also provide evidence for decision-making.
- ii. The quality of the M&E information provided should be appropriate and feed well into existing managerial processes.
- iii. However, M&E can never replace good management practices but rather it augments and complements management.

#### **2. Organizational Learning**

- i. M&E results and findings should help to create learning in organizations, but translating findings into lessons is a challenge to most organizations.
- ii. Learning is a continuous dynamic process of investigation where the key elements are experience, knowledge, access and relevance.
- iii. Learning requires a culture of inquiry and investigation, rather than one off response and reporting.
- iv. M&E produces new knowledge based on the information captured, analyzed produced by the system. It is therefore important that a dependable M&E system is enacted.

#### **3. Promotes Transparency**

- i. If M&E findings are made available to wider audience, then transparency is promoted thereby facilitating decision-making and accountability.
- ii. For M&E to promote transparency, there should be willingness to be subjected to scrutiny, as findings may be published and made available to the public.

#### **4. Supporting Advocacy**

- i. M&E results from projects, programs, policy, strategies generally help to make an argument for either the continuation, adjustment or termination.
- ii. M&E in this context provides the means for supporting or refuting arguments, clarifying issues, promoting understanding of the aims and underlying logic of policies, documenting program implementation.
- iii. M&E therefore creates an institutional memory, and involves more people in the design and execution of the program.

#### **5. Soliciting support for programs**

- i. It is easier to solicit support for the program, if evaluation findings can demonstrate the success of a program.
- ii. This could for example be in continued or increased budgetary allocations for the program or political support when important policy decisions affecting the program must be made.

## **I.4. BACKGROUND OF MONITORING & EVALUATION**

The first comprehensive proposal for M&E was prepared in 1983 when the District Focus for Rural Development (DFRD) Strategy was introduced. However, subsequent planning and

policy documents did not link planning processes to M&E or articulate any clear mechanisms for a government wide M&E system until in the year 2000 when the Poverty Reduction Strategy (PRS) and District Development Plans were developed. The PRS incorporated M&E as a tracking system in a bid to determine whether its policies were impacting the development processes in the medium-term but with little emphasis on the tracking lower-level programme interventions (District).

In 2003, a National Integrated Monitoring and Evaluation System was conceptualized as the mechanism for the Government to monitor the Implementation Plan for the Economic Recovery Strategy (IP-ERS). According to IP-ERS, the overarching goal of NIMES was to *“...provide the government with reliable mechanism to measure the efficiency of government programmes and the effectiveness of public policy...provide the government with needed policy implementation feedback to efficiently reallocate its resources over time... also to set basis for a transparent process by which government and international development community can undertake a shared appraisal of results and enhance smooth release of external support...”*

The NIMES was operationalized in 2004 as a nation-wide M&E framework and a Monitoring and Evaluation Directorate (MED) within the Ministry of Planning and Development was established to coordinate implementation of the System. To date the system has been used to track and report on the implementation of the IP-ERS and the three (3) medium term plans of the Vision 2030.

MED does not undertake primary data collection (monitoring) but utilizes information and reports generated by line Ministries, State Agencies and development partners in regard to implementation of national development plans or medium-term plans. MDAs usually prepare Ministerial/Departmental Annual Monitoring and Evaluation Reports (MAMERs) which are submitted to MED for use in production of Annual Progress Reports (APRs) for the National Development Plans or Medium-Term Plans.

To strengthen its coordination mechanism, the Directorate developed policy documents and guiding documents for conducting M&E in the country. Such guidelines include: Kenya National Monitoring and Evaluation Policy; Kenya M&E Norms and Standards for public sector, Guidelines for development of CIMES, and Kenya Evaluation guidelines. The Kenya National Monitoring and Evaluation Policy mandates the Central Planning and Project Monitoring Departments (CPPMDs) in the line ministries to spearhead the M&E function through the Ministerial Monitoring and Evaluation Committees (MMECs).

At the National Treasury, each department conducts its internal M&E of programmes and projects under its purview. The CPPMD plays a pivotal role in planning, monitoring and evaluation. The Department is responsible for coordinating the formulation, implementation, and monitoring of development plans and projects. To support the Department and enhance

the effectiveness of PM&E practices within the National Treasury, there has been a need to establish a dedicated Technical Committee for mainstreaming PM&E practices within the National Treasury and ensure effective oversight and evaluation of fiscal policies, budgetary allocations, and public investments.

The National Treasury Monitoring and Evaluation Technical Committee (NTPMEC) was therefore established to enhance the efficiency, transparency, and accountability of the planning, budgeting, financial management, and M&E practices within the National Treasury. The Committee aims to provide systematic oversight, evaluation, and evidence-based recommendations for functional and operational efficiency and realization of intended strategic outcomes.

Members of the National Treasury Planning Monitoring and Evaluation Committee (NTPMEC) were appointed to serve for a period of one (1) year and the Committee to be re-constituted each Financial Year. The Committee coordinates PM&E activities across different departments and units within the National Treasury, facilitate the collection and analysis of relevant data and promoting evidence-based decision making as part of the wider strategy to fix missing links in the execution of the National Treasury responsibilities.

### 2.0. RATIONALE AND OBJECTIVES OF THE M&E FRAMEWORK

#### 2.1. INTRODUCTION

The chapter covers the rationale and objectives of the Monitoring and Evaluation Framework that will guide the National Treasury Planning, Monitoring, and Evaluation Committee deliver on its mandate as outlined in the Terms of Reference.

#### 2.2. RATIONALE

Within the National Treasury, M&E efforts have historically been siloed across departments, resulting in uncoordinated practices, duplication of efforts, and underutilization of performance data in decision-making. To address this, the Central Planning and Project Monitoring Department (CPPMD), in collaboration with the National Treasury Planning, Monitoring and Evaluation Committee (NTPMEC), was established to centralize, coordinate, and streamline M&E efforts across the institution.

While this institutional arrangement has enhanced coordination to some extent, critical gaps still remain in data quality assurance, institutional learning, knowledge management, and the effective use of M&E evidence in planning and resource allocation. These gaps have undermined the National Treasury's ability to demonstrate results, assess the effectiveness of public investments, and ensure transparency in fiscal operations.

The development of this Monitoring and Evaluation Framework is therefore both a strategic and operational imperative. It provides a unified structure for conducting planning, monitoring, evaluation, and reporting within the National Treasury. The framework defines clear standards, tools, roles, and processes to ensure that all departments operate with consistency and accountability. It also integrates real-time reporting mechanisms, encourages the use of evidence in policy and budget decisions, and promotes continuous learning and adaptive management.

Ultimately, the M&E Framework is designed to enhance the effectiveness, efficiency, and credibility of the National Treasury's development initiatives by anchoring them in robust, data-driven performance management systems.

The Monitoring and Evaluation (M&E) Framework is vital in providing strategic direction and promoting operational efficiency within the National Treasury Planning, Monitoring, and Evaluation Committee. It intends to support the planning, implementation, comprehensive monitoring and evaluation of activities. This framework will enable real-time reporting and evidence-based decision-making. By integrating inputs from diverse stakeholders and fostering continuous learning, it will enhance transparency, accountability, and the overall effectiveness of the Committee's initiatives, ensuring they are executed efficiently and sustainably.

## 2.3. OBJECTIVES OF THE M&E FRAMEWORK

The specific objectives of the M&E framework is as follows:-

- i. **Comprehensive and Coordinated M&E Processes:** Establish a robust and synchronized Monitoring and Evaluation processes that ensures all committee activities are seamless and well coordinated, fostering systematic planning and execution.
- ii. **Evidence-Based Decision Making:** Promote the integration of evidence-based decision making into all aspects from policy development, project formulation, stakeholder engagement, and funding advocacy, all based in reliable and accurate data.
- iii. **High Standards and Ethical Practices:** Uphold and promote the highest standards of ethical practices in data collection, reporting, analysis, and dissemination. This emphasizes on transparency, accountability, and integrity, ensuring that all M&E activities adhere to established ethical guidelines and standards.
- iv. **Data Integrity and Reliability:** Oversee the timely collection, auditing, verification, analysis, and reporting of data by various stakeholders. Ensures that all data handled within the M&E framework maintains the highest levels of integrity and reliability, supporting informed decision making and policy development.
- v. **Promote organizational Learning:** Ensuring systematic capturing of lessons learnt and best practices drawn from implementation of various projects and policy initiatives helps in refining strategies and methodologies. This iterative learning process helps in building institutional capacity, optimizing resource utilization, and enhancing the overall effectiveness of the committee operations.
- vi. **Form a basis for Automation of Monitoring and Evaluation Functions:** Facilitate the automation of M&E functions to enhance efficiency, accuracy, and objectivity. By leveraging on technology, the aim is to minimize human errors, reduce delays, and eliminate biases, thereby improving the overall quality of monitoring and evaluation processes.

### 3.0. METHODOLOGY AND APPROACH

#### 3.1. INTRODUCTION

This chapter presents the general approaches towards monitoring and evaluation, the evaluation criteria, data collection processes, analysis and reporting. The Chapter covers the purpose of Monitoring and Evaluation, Evaluation Criteria, Scope, M&E Standards, Data Collection and Analysis, M&E Reporting and Automated M&E System.

#### 3.2. PURPOSE OF MONITORING & EVALUATION

Monitoring and Evaluation aims to ensure that public resources are used effectively, efficiently, and transparently, in alignment with national development priorities and legal frameworks. It supports evidence-based decision-making, accountability, institutional learning, and continuous improvement in service delivery.

##### 3.2.1 MONITORING

The purpose of Monitoring is to continuously track and assess the implementation of planned activities, outputs, and short-term outcomes to ensure they are proceeding as intended. Specifically, monitoring aims to:

- i. Provide real-time feedback on progress toward targets;
- ii. Detect delays, bottlenecks, and deviations from the plan;
- iii. Ensure that resources are being used as planned and timelines are met;
- iv. Support timely corrective actions to keep implementation on track;
- v. Generate regular reports to inform internal management, leadership, and external stakeholders.

##### **Types of monitoring**

This section provides examples of different types of monitoring occurring simultaneously as part of an overall monitoring system.

##### **i. Process monitoring**

Process monitoring is implemented during the initial stages of a project mainly because its sole purpose is to track the use of inputs and resources in addition to examining how activities and outputs are delivered.

## **ii. Compliance monitoring**

The purpose of compliance monitoring is to ensure compliance with Public Investment Management regulations, grants, contract requirements, ethical standards, and most importantly compliance with the expected results of the project.

## **iii. Context monitoring/ situation monitoring**

It tracks the overall setting in which the project operates. Context monitoring helps project implementers identify and measure risks, assumptions, or any unexpected situations that may arise within the institutional, political, financial, and policy context at any point during the project cycle that affects the project.

## **iv. Financial monitoring**

The main purpose of financial monitoring is to measure financial efficiency within a project. It tracks the real expenditure involved in a project in comparison to the allocated budget and helps the project team to form strategies to maximize outputs with minimal inputs.

## **v. Administrative or logistics monitoring**

Covers issues such as the maintenance of premises, transport, personnel, stock-keeping, and other forms of administration that are involved in a project.

## **vi. Assumption monitoring**

Assumption monitoring involves measuring these factors which are external to the project. A project needs to carry out assumption monitoring as it may help to explain the success or failure of that project.

## **vii. Organizational monitoring**

Tracks institutional development, communication, collaboration, sustainability, and capacity building within an organization and with its partners and stakeholders concerning project implementation.

## **viii. Results monitoring**

Results monitoring is the point where monitoring interlinks with evaluation. It gathers data to demonstrate a project's overall effects and impacts on the target population. It helps the project team to determine if the project is on the right track towards its intended results and whether there may be any unintended impacts both positive and negative.

## **ix. Technical monitoring**

This type of monitoring involves assessing the strategy that is being used in project implementation to establish whether it is achieving the required results. It contributes to

identifying and adopting strategies in projects, mainly to achieve the intended results or impacts.

#### **x. Impact Monitoring**

Impact monitoring is a type of monitoring that continually assesses the impact of project activities on the target population. For projects with a long life span, there emerges a need for measuring impact change to show or prove whether the general conditions of the intended beneficiaries are improving or otherwise.

### **3.2.2 EVALUATION**

The purpose of Evaluation is to systematically and objectively assess the relevance, effectiveness, efficiency, impact, and sustainability of policies, programs, and interventions. Specifically, evaluation seeks to:

- i. Determine the extent to which intended outcomes and objectives have been achieved;
- ii. Assess what has worked, what hasn't, and why;
- iii. Measure long-term results and value-for-money of interventions;
- iv. Inform strategic decisions, policy formulation, and budgetary allocations;
- v. Promote learning and adaptation for improved future planning and programming.

#### **Classification of Evaluation**

Evaluations are generally determined by the objective or purpose, timing of the evaluation, who is conducting the evaluation or the evaluation team, technical specification of the evaluation.

##### **1. Objective or purpose of the evaluation**

Grouped according to objective or purpose, evaluations can be described as formative, conducted during implementation to rectify and improve project delivery. A summative evaluation is conducted at the end of a project and its objective is to provide insights as to effectiveness, efficiency, and replication in similar settings.

##### **2. Timing of the evaluation**

###### **i. Ex-ante evaluation**

It is conducted before the launch of a project primarily to ascertain the feasibility of the project and can include cost-benefit analysis, economic rate of return, policy analysis, and environmental impact assessment among others.

###### **ii. Mid-term evaluation**

They are conducted at the mid-point of the project life span and are conducted to review performance and preliminary results as well as consider modifications as applicable.

### iii. End Term evaluation

It's conducted to assess the achievements and challenges documented throughout the project implementation phase. The results from a final evaluation are very useful in the formulation of policies and developing best practices.

### iv. An ex-post evaluation

It is carried out way after project closure, within 5 years to determine intervention impact and sustainability of results.

## 3.3 SCOPE OF THE FRAMEWORK

This Monitoring and Evaluation (M&E) Framework applies to all programmes, projects, and policies implemented under the National Treasury. It provides the strategic and operational guidance necessary for the design, implementation, tracking, and evaluation of interventions led by the National Treasury Directorates, Departments, and affiliated institutions.

Specifically, the scope includes:

- **Institutional Coverage:** All directorates, departments, SAGAs, and committees under the National Treasury that initiate, manage, or oversee development initiatives.
- **Programme and Project Coverage:** Includes public investment projects, development funded programmes and projects, financial management reforms, capacity building initiatives, and policy formulation activities under the National Treasury.
- **Thematic Areas:** Covers planning, budgeting, fiscal discipline, debt management, development financing, public-private partnerships, and macroeconomic policy interventions.
- **Geographical Scope:** National-level operations and sub-national initiatives implemented through the National Treasury affiliated institutions.
- **Stakeholders:** Engages internal National Treasury units, MDAs, development partners, Parliament, civil society, beneficiaries, and citizens.
- **Timeframe:** The framework aligns with the Treasury Strategic Plan and Kenya's Vision 2030 Medium-Term Plans, and it shall be reviewed periodically based on emerging needs and priorities.
- **Functions Covered:** Encompasses all M&E activities including routine data collection, quarterly/annual reviews, mid-term and end-term evaluations, and knowledge dissemination.

This scope ensures that M&E becomes an integrated function across all National Treasury operations, supporting effective decision-making, enhancing learning, and improving the efficiency and transparency of public resource management.

## 3.4 EVALUATION CRITERIA

The following evaluation criteria are designed to guide the assessment of policies, projects and programmes and interventions under this Framework. These criteria are aligned with the Kenya Evaluation Guidelines (2020) and the OECD-DAC criteria.

S/No.	Criterion	Definition	Key Questions
1.	Relevance	The extent to which the objectives of a policy, program, or project are consistent with national priorities, needs, and stakeholder expectations	Does the intervention address a clearly identified problem or priority? Is it aligned with the National Development Plan, MTPs, Sector Plan, Strategic plan? Are the objectives still valid in the current context?
2.	Effectiveness	The extent to which the intended objectives or outcomes were achieved	Were the planned outcomes and outputs achieved? What factors contributed to or hindered achievement? Are beneficiaries better off as a result?
3.	Efficiency	The extent to which results were achieved with the optimal use of resources (time, funds, personnel)	Were resources (financial, human, technical) used prudently? Were the activities implemented on time and within budget? Could the results have been achieved more cost-effectively?
4.	Impact	The broader, long-term effects (positive or negative, intended or unintended) of the intervention	What changes have occurred in the economy, fiscal management, or public service delivery? Are there unintended outcomes, positive or negative? Has the intervention contributed to macroeconomic stability or fiscal discipline?
5.	Sustainability	The extent to which benefits are likely to continue after the program ends or external support is withdrawn	Are institutional systems in place to maintain results? Is there political, financial, or community ownership of the outcomes? What mechanisms ensure continuity (e.g., capacity building, policy)?
6.	Coherence	How well the intervention fits with other policies or programs, especially within government or across development partners	Are there synergies or duplications with other programs? Is the program aligned with other Treasury or inter-ministerial efforts? Are there conflicts or inconsistencies with existing strategies

### 3.5 M&E STANDARDS

The following standards are designed to guide all M&E activities undertaken by the National Treasury and its entities. They are aligned to the Kenya M&E Norms and Standards and grounded in international best practices like the the OECD-DAC.

- i. **Relevance and Alignment:** All M&E activities must align with national priorities (i.e., National Development Plan, MTPs, Budget Policy Statement) and the Department's priorities (i.e., Sector Plans, Strategic Plan). Indicators and results must reflect sector goals, Treasury mandates, and constitutional obligations.
- ii. **Results-Based Focus:** The M&E system should be anchored on Results-Based Management (RBM), focusing on tracking inputs, outputs, outcomes, and impacts.

- iii. **Participation and Inclusivity:** Stakeholders (MDAs, Parliament, civil society, development partners) should be engaged throughout the M&E cycle. Feedback from beneficiaries and the different stakeholders must be integrated.
- iv. **Data Quality and Integrity:** Data must be accurate, timely, consistent, complete, and verifiable, using standardized indicators and validated sources (e.g., IFMIS, KNBS).
- v. **Transparency and Accountability:** M&E findings should be publicly reported and support learning and accountability. Regular reports must be disseminated.
- vi. **Use of Evidence in Decision-Making:** Monitoring and evaluation data should directly inform planning, budgeting, and policy formulation at all decision-making levels.
- vii. **Impartiality and Objectivity:** Evaluations must be independent and impartial. Internal and external evaluations should be competitively procured with clear terms of reference.
- viii. **Ethics and Confidentiality:** Respect ethical standards in data collection and maintain confidentiality, especially with vulnerable groups.
- ix. **Capacity Strengthening:** Continuous training and support should be provided to build institutional M&E capacity across all Treasury departments.
- x. **Timeliness and Regularity:** Monitoring should be continuous and monitoring reports submitted to the CPPMD within the set timelines. Evaluations should be scheduled, e.g., mid-term, end-term, and planned for during project planning and budgeting.
- xi. **Learning and Adaptation:** Promote a culture of learning through after-action reviews, reflection sessions, and lessons learned workshops.
- xii. **Resource Allocation:** Allocate 3–5% of total development budget to M&E for tools, training, evaluations, data collection, and dissemination.

### 3.6 DATA COLLECTION AND ANALYSIS

Both qualitative and quantitative data collection methods will be used. These will include use of surveys, primary data, review of secondary data, interviews, focus group discussions, observations, photography, documentaries and videos etc as may be appropriate. Data will be collected at least on a monthly, quarterly basis and annual basis or on need basis.

The entire process including data collection, entry and cleaning will be overseen by members of the committee. An automated Monitoring and Evaluation (M&E) system will be deployed to facilitate real-time data capture. Data generated through the system will inform the preparation of progress reports on project implementation. Data will be analyzed using

content analysis, Excel and SPSS, where applicable, and presented in reports using tables, charts, and graphs.

### **3.7 M&E REPORTING**

The NTPMEC will be responsible for consolidation of quarterly and annual M&E reports on projects progress. The committee will also develop data collection tools, reporting templates, protocols, standards and procedures to ensure that high quality and reliable data is collected. The committee is further mandated to collect and verify system generated data for use in final reports preparation when required. To this end, it will establish its own M&E data supervision, auditing and approval structures. Only approved M&E reports from the committee will be considered as official NTPMEC M&E reports.

### **3.8 AUTOMATED M&E SYSTEM**

To enable real time reporting, the NTPMEC through CPPMD National Treasury will automate the monitoring, evaluation and reporting processes of projects and programs through a web-based platform. The platform/system will help monitor the implementation of project activities and achievement of agreed outputs and targets. The templates/formats and data collection tools to be used for reporting progress will be embedded into the online platform for real time data capture and reporting. The quarterly and annual M&E data will then be generated from the system. The NTPMEC will upload data of all ongoing projects and programs in the online system and update on progress of implementation regularly as per the reporting requirements.

### 4.0 MONITORING AND EVALUATION OF PROJECTS AND PROGRAMMES

#### 4.1 INTRODUCTION

Project Monitoring and Evaluation is a critical process in project management that ensures that a project stays on track and achieves its goals and objectives effectively and efficiently. It is a systematic process of tracking and assessing a project progress, performance and impact. It will help the National Treasury to understand if its efforts in project development and implementation are achieving the desired results, identify areas for improvement and make informed decisions. This chapter highlights the scope to which the Monitoring and Evaluation Framework is expected to apply, this includes monitoring and evaluation of projects and programmes in the National Treasury.

#### 4.2 PROJECTS AND PROGRAMMES

The Projects which are and shall be implemented in the National Treasury are a critical block of development. The M&E for the projects is presented in the log frame Project Name, Project Objective, Activities, Indicators, Target, Baseline Status, Current Status, Variation, Assumptions and Remarks. These projects are in the annex.

#### 4.3 PROJECT AND PROGRAMME DETAILS

The project details will be captured in the template below: -

S/ no	Proj ect Cod e and Titl e	Projec t Geogr aphic Locati on	Implement ing Departmen t/SAGA	Proje ct Obje ctive	Proje ct Sum mary	Timeli nes		Proj ect Stat us	Estim ated Proje ct Cost (Ksh)	Source of Financing		Econ omic and Socia l Benef its
						St art Da te	En d Da te			G o K	For eign	

## 4.4 PROJECT M&E TOOL

The Monitoring and Evaluation tool is presented below:-

### INTRODUCTION

The Central Planning and Project Monitoring Department in the National Treasury has the responsibility of Monitoring, Evaluating and Reporting on all projects under implementation by the National Treasury. This is with support from the inter-departmental National Treasury Planning, Monitoring and Evaluation Committee (NTPMEC). The Department in liaison with NTPMEC is undertaking Monitoring and Evaluation of selected projects.....

The M&E is critical as it will assist establish whether project implementation is on course, document any gaps and challenges and recommend way forward. The information can inform planning and execution of future programmes with a special focus on the gaps and challenges. The M&E will contribute towards preparation of the National Treasury Monitoring and Evaluation Report.

<p>GENERAL INFORMATION</p>	<table border="1"> <tr> <td>Name of Project</td> <td></td> </tr> <tr> <td>Implementing MDA</td> <td></td> </tr> <tr> <td>Project Objective</td> <td></td> </tr> <tr> <td>Project Completion</td> <td></td> </tr> <tr> <td>Start Date</td> <td></td> </tr> <tr> <td>Expected Completion Date</td> <td></td> </tr> <tr> <td>Estimated Project Cost (Ksh)</td> <td></td> </tr> <tr> <td>Allocation (FY)</td> <td></td> </tr> <tr> <td>Source of Financing</td> <td></td> </tr> </table>	Name of Project		Implementing MDA		Project Objective		Project Completion		Start Date		Expected Completion Date		Estimated Project Cost (Ksh)		Allocation (FY)		Source of Financing								
Name of Project																										
Implementing MDA																										
Project Objective																										
Project Completion																										
Start Date																										
Expected Completion Date																										
Estimated Project Cost (Ksh)																										
Allocation (FY)																										
Source of Financing																										
<p>PROJECT PLANNING</p>	<p>What were the major project activities planned for implementation in FY. What was the budget for each activity and the source of funds?</p> <table border="1"> <thead> <tr> <th>#</th> <th>Activity</th> <th>Budget</th> <th>Source of Funds</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	#	Activity	Budget	Source of Funds																					
#	Activity	Budget	Source of Funds																							
<p>PROJECT IMPLEMENTATION</p>	<p>What were the major achievements realised by your department in implementing the project in the FY?</p> <table border="1"> <thead> <tr> <th>#</th> <th>Activity</th> <th>Activity Objectives</th> <th>Achievements</th> <th>Remarks</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	#	Activity	Activity Objectives	Achievements	Remarks																				
#	Activity	Activity Objectives	Achievements	Remarks																						

PROGRESS ON OBJECTIVES	Based on your analysis of the project implementation during the period, to what extent were the planned activity objectives met? To a large extend [ ]      To a small extend [ ]      Hardly met [ ] Explain _____ _____ _____ _____																				
PHYSICAL PROJECT STATUS	What is the current physical status of the project? _____ _____ _____ _____																				
MAJOR CHALLENGES	What were the major challenges which affected implementation of the project? What was the impact of the challenges on project implementation? Any strategies adopted to address the challenges? <table border="1" data-bbox="470 526 1348 873"> <thead> <tr> <th data-bbox="470 526 534 616">#</th> <th data-bbox="534 526 813 616">Major Challenges</th> <th data-bbox="813 526 1045 616">Impact on project implementation</th> <th data-bbox="1045 526 1348 616">Strategies Adopted to address the Challenges</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	#	Major Challenges	Impact on project implementation	Strategies Adopted to address the Challenges																
#	Major Challenges	Impact on project implementation	Strategies Adopted to address the Challenges																		
LESSONS LEARNT	What were the lessons learnt in project implementation in the period under review? _____ _____ _____ _____																				
GAPS	What are the existing gaps/outstanding issues from the project implementation in the period under review? _____ _____ _____ _____																				
EMERGING ISSUES	What are the emerging issues from project implementation? _____ _____ _____ _____																				
WAY FORWARD	What is the way forward? _____ _____ _____ _____																				
Any other comments? _____ _____ _____ _____																					

**THANK YOU**

## 4.5 PROJECT REPORTING TEMPLATE

The Projects and Programmes M&E reporting template is presented below. The template covers the name of the project, project objective, timeline, Region and County, Planned versus Actual output, Completion Rate, budget absorption rate, gaps and way forward.

Project 1 (MDA)							
Project Objectives:							
#. 1	Timeline	Region and County	Planned vs Actual Output	Completion Rate (%)	Budget Absorption Rate (%)	Gaps	Way Forward
Start							
End							
Challenges			Emerging Issues			Lessons and Forward	Learnt Way
#.2	Timeline	Region and County	Planned vs Actual Output	Completion Rate (%)	Budget Absorption Rate (%)	Gaps	Way Forward
Start							
End							
Challenges			Emerging Issues			Lessons and Forward	Learnt Way
Project 2 (MDA)							
Project Objectives:							
#.1	Timeline	Region and County	Planned vs Actual Output	Completion Rate (%)	Budget Absorption Rate (%)	Gaps	Way Forward
Start							
End							
Challenges			Emerging Issues			Lessons and Forward	Learnt Way
#.2	Timeline	Region and County	Planned and Implemented Project Activities	Completion Rate (%)	Budget Absorption Rate (%)	Gaps	Way Forward
Start							
End							
Challenges			Emerging Issues			Lessons and Forward	Learnt Way

### 5.0 IMPLEMENTATION ARRANGEMENTS

#### 5.1. INTRODUCTION

This Chapter presents Role of Stakeholders, Capacity Building, Data Quality Assurance, Reporting Requirements, Knowledge Management, Risk Management, Communication Arrangements and Coordination. The Chapter further presents Review of the M&E framework and Funding Arrangements.

#### 5.2. ROLE OF STAKEHOLDERS

Stakeholders play a vital role in the implementation and success of the M&E Framework. Their participation enhances transparency, accountability, and inclusivity across all M&E processes. Key roles include:

- i. **Senior Management (CS, PS, PAS, DGs):** Responsible for policy direction, leadership and oversight roles to ensure M&E is institutionalized, resourced, and the use of M&E evidence across all functions of the National Treasury.
- ii. **TNT Directorates, Departments and SAGAs:** Responsible for collecting, validating, and reporting performance data; integrating M&E into planning and budgeting; and participating in evaluations.
- iii. **Development Partners:** Provide technical and financial support, collaborate on evaluations, and align donor reporting with national M&E systems.
- iv. **Parliamentary Oversight Bodies (e.g., PAC, PIC, Committee on Implementation):** Use M&E findings for legislative scrutiny, ensuring value for money, and informing policy decisions.
- v. **Civil Society and Academia:** Conduct independent reviews, research, and advocacy using M&E findings to promote responsive and evidence-based governance.
- vi. **The Public/ Citizens and Beneficiaries:** Provide feedback on program delivery and outcomes, contributing to demand-side accountability.
- vii. **MDAs:** Prioritize programmes, projects including effective implementation of policies, programmes and projects; timely budget preparation, execution, reporting and prudent utilization of resources.

#### 5.3. CAPACITY BUILDING

Effective M&E depends on the knowledge, skills, and tools available to institutions and individuals. The National Treasury will strengthen M&E capacity through:

- i. Regular training, mentorship, and coaching for the CPPMD, M&E focal persons and the M&E Committee.
- ii. Development and dissemination of M&E guidelines, manuals, and standard operating procedures.

- iii. Collaboration with institutions of higher learning to promote professional M&E certification.

## 5.4. DATA QUALITY ASSURANCE

The reliability of M&E findings depends on the quality of underlying data. The Treasury shall adopt robust data quality assurance (DQA) mechanisms, including:

- i. **Standardization of Indicators:** Ensure consistency across departments.
  - ii. **Verification Procedures:** Periodic data quality audits and field visits.
  - iii. **Automation and Integration:** Leverage on technology for real-time reporting.
  - iv. **Feedback Loops:** Build systems for reporting and correcting data anomalies.
- Routine data verification exercises, audits, and use of standardized tools and templates will be institutionalized. Quality will be measured against five key dimensions: accuracy<sup>1</sup>, completeness<sup>2</sup>, consistency<sup>3</sup>, timeliness<sup>4</sup>, and validity<sup>5</sup>.

## 5.5. REPORTING REQUIREMENTS

1. Timely and consistent reporting enables decision-makers to track progress, identify challenges, and allocate resources effectively. Departments and implementing units will:
  - i. Submit quarterly and annual M&E reports using harmonized formats.
  - ii. Link reports to performance indicators and budget allocations.
  - iii. Integrate both quantitative and qualitative analysis.
  - iv. Ensure data disaggregation by gender, region, and other relevant variables.
2. All reports will feed into the proposed TNT M&E tracking System and inform resource planning and policy formulation.

## 5.6. KNOWLEDGE MANAGEMENT

An effective M&E system should not only generate data but also promote learning and institutional memory. TNT will establish knowledge management systems to:

- i. Store and organize M&E reports, evaluations, and lessons learned in a centralized repository/digital dashboard/website.
- ii. Facilitate knowledge sharing through regular learning forums, retreats, and interdepartmental dialogue.
- iii. Document and disseminate case studies, innovations, and best practices.
- iv. Promote adaptive management by using evidence from past experiences to improve future planning and implementation.

---

<sup>1</sup> Accuracy: Data must truthfully reflect performance.

<sup>2</sup> Completeness: All required data elements are captured.

<sup>3</sup> Consistency: Uniform reporting across departments and over time.

<sup>4</sup> Timeliness: Data is reported promptly to support decision-making.

<sup>5</sup> Validity: Indicators must measure what they intend to measure.

## 5.7. RISK MANAGEMENT

The possible risks, the likelihood, mitigation measures and actors are highlighted in the table below: -

Issue	Risk	Likelihood	Mitigation Measures	Actors
<b>Capacity to coordinate and implement the M&amp;E framework</b>	NTPMEC capacity may be inadequate resulting to inadequate and uncoordinated implementation of the M&E framework	Moderate	<ul style="list-style-type: none"> <li>• CPPMD will support the committee in technical aspects of their operation.</li> <li>• Automation of the M&amp;E processes to ensure real time and reliable reporting</li> </ul>	NTPMEC
<b>Lack of institutional memory</b>	Upon annual lapse of committee's membership, MDAs may appoint new members	Low	<ul style="list-style-type: none"> <li>• CPPMD to propose retention of members for continuity</li> </ul>	NTPMEC
<b>Inadequate funding</b>	NTPMEC activities may not be funded adequately hindering delivery of results	High	<ul style="list-style-type: none"> <li>• CPPMD to bid for resources to support committee activities</li> </ul>	NTPMEC CPPMD

## 5.8. COMMUNICATION ARRANGEMENTS

The M&E framework shall be disseminated to all relevant stakeholders after training on the framework in line with the Government Communication Strategy.

## 5.9. COORDINATION

The implementation of the M&E framework will be coordinated by the NTPMEC and CPPMD National Treasury. They will both provide strategic oversight, technical guidance, and ensure alignment of monitoring and evaluation activities with the framework.

Terms of Reference for the Committee:

1. Support the CPPMD planning function through timely preparation, and submission of annual departmental work plans and any other plans as may be directed by the Principal Secretary or his alternate designate;
2. Support the Project Committee in all tasks related to project selection and appraisal process;
3. Conduct regular reviews and assessments of the implementation of the National Treasury Strategic Plan with specific recommendations on identified constraints and areas for improvement.
4. Analyse budgetary allocations and expenditures to ensure compliance with established guidelines, policies, laws, and regulations.
5. Evaluate the effectiveness and impact projects/programmes and initiatives implemented by the National Treasury.

6. Provide recommendations for enhancing financial management processes, cost-effectiveness, and transparency.
7. Collaborate with relevant Committees of the National Treasury and external stakeholders, including Government Agencies, oversight bodies, and designated agencies to facilitate information sharing and,
8. Prepare reports summarizing findings, recommendations, and key performance indicators for presentation to senior management and relevant authorities.
9. Any other responsibilities as may be assigned by the Principal Secretary/ National Treasury of the designated alternate

## 5.10. REVIEW OF THE M&E FRAMEWORK

The M&E framework shall be reviewed and refined on need basis with consultations from members of the NTPMEC and CPPMD National Treasury.

## 5.11. FUNDING ARRANGEMENTS

For implementing of M&E activities, the necessary funding will be covered by the funding arrangements under the National Treasury and Development Partners. All activities shall include clear budgetary requirements. Strong considerations must be made for the automation of M&E processes.

## 5.12. RECOMMENDATIONS

1. **Enactment of an M&E Act of Parliament:** There is a pressing need for a comprehensive Monitoring and Evaluation (M&E) Act to be enacted by Parliament. This legislation should establish a clear legal framework for the implementation of M&E across all levels of government, define roles and responsibilities, and provide for accountability mechanisms to enhance transparency and improve project outcomes.
2. **Development of a National M&E Policy Involving County Governments:** A unified M&E policy should be developed to actively involve county governments. This policy must include standardized tools and methodologies for conducting M&E activities across counties to ensure consistency, comparability, and effective aggregation of results at the national level. The policy should also outline capacity-building initiatives for county-level staff to strengthen M&E systems.
3. **Integration of M&E with Legislative Oversight During Project Implementation:** A joint committee for project implementation, comprising members from both county assemblies and the national government, should work closely with the M&E units within the executive branch. This collaboration should focus on tracking project implementation progress in real-time, identifying challenges early, and making evidence-based decisions. Furthermore, regular monitoring reports should be tabled before the legislative arm of government to ensure proper oversight, promote transparency, and facilitate corrective actions where necessary.

## ANNEX I: THE NATIONAL TREASURY PROJECTS AND PROGRAMMES UNDER IMPLEMENTATION

S/no	Project Code	Project Title
1.	1071100700	Infrastructure Finance and Public Private Partnership Project (IF-PPP 1)
2.	1071102701	Enterprise Resource Planning (ERP) and Customer Relations Management Systems
3.	1071102801	Establishment of secure and coordinated border control points
4.	10711105701	Single Window Support Project
5.	1071102501	Equity Acquisition and Operation & Maintenance in TEAMS
6.	1071103001	Construction of alternate Data Recovery Centre
7.	1071100401	Technical and Capacity Building Support Project
8.	1071103501	Upgrading and Integration of Pensions Management Information System (TNT/018/2023-2024: Development, Supply, Configuration, Installation, testing, Implementation and commissioning of an online Pension Management Information System)
9.	1071102201	Strategic Investments in Public Entities
10.	1071104001	Renewal of Oracle Licenses and provision of IFMIS Support on Application and hardware - Annual
11.	1071109101	East Africa Transport, Trade & Development Facilitation Project
12.	1071104101	Development and Implementation of Classroom/ Virtual/Online Learning/Training Program (IFMIS Academy) and Oracle service-oriented architecture suite (SOA)
13.	1071104801	Procurement of county point to point connectivity for IFMIS system
14.	1071104901	Document management system
15.	1071108302	Credit Guarantee Scheme
16.	1071104501	Equalization Fund Transfers
17.	1071110201	Replacement of lifts at Treasury Building
18.	1071108801	Operationalization of the Kenya Mortgage Refinance Company (KMRC)
19.	1071110301	Special Global Fund - TB NFM 3
20.	1136/01	Special Global Fund - TB NFM 4
21.	10711104401	Contingency Fund Transfers
22.	1071110501	Special Global Fund - HIV NFM 3
23.	1137/01	Special Global Fund - HIV NFM 4
24.	1071109001	Horn of Africa Gateway Development Project
25.	1071100101	Support to Public Financial Management (PFMR GESDEK 2)
26.	1071100601	Fund for Economic Development -Aid Effectiveness for Development Results
27.	1071108101	Kenya Affordable Housing Project
28.	1071102601	Equity and Subscriptions in International Financial Institutions
29.	1071106101	Professional capacity development program for policy analysts
30.	1071108401	Public Debt Management Support Project
31.	1071110601	Special Global Fund - Malaria NFM 3
32.	1138/01	Special Global Fund - Malaria NFM 4
33.	1071108501	Implementation of e-Procurement System for the Government of Kenya
34.	1071110801	National Treasury Capacity Strengthening Project
35.	1071108201	Kenya Financing Locally led Climate Action Programme
36.	107111040	Green Climate Fund Readiness Project
37.	1071103901	Construction of Sub- County Treasury & Internal Audit Offices.
38.	1071110701	Kenya Co-operation and Partnership Facility
39.	1071104301	Installation, Operation of DRC Equipment-Government Data Centre
40.	1071111701	Supporting Access to Finance and Enterprise Recovery (SAFER)
41.	133/01	Rural Kenya Financial Inclusion Facility RK -FINFA
42.	1071105601	Establishment of Regional Offices. Public Procurement and Regulatory Authority (PPRA)
43.	1071106401	Development of market openness gauge system
44.	1071113402	Public Debt Institutional Support Project
45.	1024/01	Refurbishment of National Treasury Building
46.	1071105401	Installation of security system at Treasury- Bima -Herufi Security Systems car scanners, fire systems, CCTVs
47.	1030/01	Rehabilitation and expansion of the National Treasury Data Centre