Learning from Strengths and Weaknesses of European Development Initiatives for Programmes Management in Kenya

Held at the Southern Sun Mayfair Hotel
(Nairobi, Kenya)
On 5th and 6th October 2011
1. Introduction

The National Economic and Social Council (NESC) in collaboration with UNDP and the United Nations Department of Economic and Social Affairs (UNDESA), hosted a two-day capacity-building workshop themed “Learning from Strengths and Weaknesses of European Development Initiatives for Programmes Management in Kenya” at the Southern Sun Mayfair Hotel on 5th and 6th October, 2011. The workshop was funded partly by UNDP, UNDESA, and the Development account of the UN General Assembly. Workshop participants were drawn from UNDP, UNDESA, Vision Delivery Secretariat (VDS), Kenya Institute for Public Policy Research and Analysis (KIPPRA), NESC Secretariat, and the Ministry of Planning, National Development and Vision 2030.

a) Welcoming Remarks

The meeting started with introductory remarks by NESC Secretary, Mr Julius Muia. NESC was established under the Office of the President through a Gazette Notice in September 2004 to be Kenya’s top advisory body to the Government on policies required to accelerate socio-economic development in the country. The Council's recommendations to the Government are geared towards reforming existing policies or designing new ones. The members of the Council are drawn from Government, Private Sector, Civil Society and Academia, thereby providing for participatory Public-Private Partnership in policy formulation. The Council is chaired by HE the President and comprises half of the Cabinet ministers.

The activities of the Council are guided by its Medium Term Strategy (MTS) (2008-2012). The MTS has three thrusts: (i) deepening the drivers of transformation identified in Kenya Vision 2030; (ii) deepening drivers of transformation that were not identified in Vision 2030; and (iii) addressing drivers of national transformation beyond 2030. The NESC Secretariat originates and analyses proposals from a variety of sources, including innovative ideas on economic and social issues from individual researchers or corporate institutions to develop an annual Council agenda that is guided by the framework of its MTS. Thereafter, the policy agendas are processed through consultative engagements with stakeholders or research, either by line ministries or strategic research institutions such as KIPPRA. The Secretariat follows up on the recommendations made to Government by NESC for incorporation in the line Ministries' policies and work action plans. The Secretary welcomed all the participants.

b) Objectives of the Workshop

1. Enhance participants’ practical knowledge in Knowledge Management
2. Provide participants’ with current skills in programme and project management
3. Benchmark on strengths and weaknesses of European development initiatives
4. Develop a framework for evaluating the action plans and the progress of implementing Kenya’s Vision 2030
c) The Need for the Workshop

The recent phenomenon of complex societies, unprecedented globalization, changing and ever increasing societal demands in the face of diminishing resource base have conspired to make policy analysis, choice and formulation a demanding task. Since part of NESC’s work is to follow up with line ministries and government institutions on recommendations made to Government, this workshop was seen as instrumental in building the capacity of the participants in programme management and learning from the strengths and weaknesses of European development initiatives. The workshop was to impart knowledge and skills necessary in enhancing and monitoring the implementation of flagship projects under Vision 2030. In particular, NESC will be able to advice and guide on the proper direction in the implementation of Vision 2030, as NESC plays a key role in advising the formulation and implementation of coordinated policies by line ministries in Kenya.

Policies recommended by NESC will support Government initiatives being implemented to achieve Vision 2030. Vision 2030 being the apex development blueprint for the country will require broad and cutting edge skills on policy development, implementation, monitoring and evaluation, and reporting.

Policy institutions are increasingly under intense pressure to provide timely, reliable and accurate evidence-based policy advice to their respective governments. They are also expected to dedicate sufficient resources for internal Knowledge Management (KM) to enable them achieve the noble objective stated above. Economic and Social Councils (ESCs) spend a great deal of resources and make significant investments in the latest technology, systems and infrastructure to support knowledge management. Focusing on programme management, the workshop was seen as instrumental in providing necessary skills to the staff of these institutions. This is critical because Kenya’s institutions fare poorly in that they were ranked 114 out of 142 in the 2011-2012 Global Competitiveness Index

Programme management is about managing groups of projects to achieve a desired outcome. It is about the structuring and control of projects for them to deliver effectively as a group. The workshop participants drawn from NESC and key government institutions are involved in managing diverse programmes. They therefore, ought to be conversant with current programme management approaches. This workshop was meant to impart knowledge and skills which are necessary in programme management and assessment in order to achieve desired outcome/results.

Discussion topics included:

1. Introduction to Programme and Project Management
2. Knowledge Management: conceptualisation, strategies and practices in organisations
3. Case study of European development initiatives: strengths and weakness
2. **Introduction to Programme and Project Management** (by Dr Ulrich Graute - UNDESA)

**Reasons why Vision 2030 was initiated**

- Lack of common framework for guiding the country
- Lack of long-term planning of economic, social and political issues
- Lack of coordination
- Political disorientation of development projects
- Failure to anchoring economic growth within social and political structures
Institutional Setting

**Problems**
- a) Lack of common framework for guiding the country
- b) Lack of long-term planning of economic, social and political issues
- c) Lack of coordination
- d) Political disorientation of development project
- e) Failure to anchoring economic growth within social political context

**Actors**
- a) NESC, KIPPRA, IEA, World Bank, Office of the President, McKinsey Consultants

**Orientation**
- McKinsey Consultants (providing services)
- UNDP (capacity building and financial)
- NESC Members (Benchmarking)
- IEA (Research)
- KIPPRA (Research)

**Capabilities**
- Training & experience in M&E, KM & project mnt

**Policy Environment**

**Constellation**
- a) National stakeholder s
- b) Public sector agencies
- c) Forum visits
- d) Consulted with foreign investors and Kenyan in diaspora

**Modes of Interaction**
- a)

**Policies**
- a) KM Strategy for Vision 2030 to be scaled down to all MDAs
- Legislation
- b) Mainstream Business Unusual into Performance Contracting
3. Knowledge Management: conceptualization, strategies and practices in organizations

Knowledge requirements:-
- Consider all relevant interests
- Include all expertise available

Management requirements:-
- Manage external relations of the Council
- Manage the Council and its internal workflow
- Manage the Secretariat of the Council

The Common Assessment Framework (CAF) is a total quality management (TQM) tool inspired by the Excellence Model of the European Foundation for Quality Management (EFQM) and the model of the German University of Administrative Sciences in Speyer. It is based on the premise that excellent results in organizational performance, citizens/customers, people and society are achieved through leadership driving strategy and planning, people, partnerships and resources and processes. It looks at the organization from different angles at the same time; a holistic approach of organization performance analysis.

Origin and growth
The CAF was developed as a result of co-operation among the EU Ministers responsible for public Administration. It is jointly developed under the aegis of the Innovative Public Services Group (IPSG), a working group of national experts set up by the Directors-General (DGs) in order to promote exchanges and cooperation where it concerned innovative ways of modernizing government and public service delivery in EU member states.

A pilot version was presented in May 2000 and the first revised version was launched in 2002. A CAF Resource Centre (CAF RC) was created at the European Institute of Public Administration (EIPA) in Maastricht following the decision of DGs in charge of public service. In a strategic statement, EIPA pointed out how it wants to play its role as a European CAF RC and what its objectives are in this respect.

Together with the network of national CAF correspondents, assisted by the European Foundation for Quality Management (EFQM) and the University of Speyer, the CAF RC coached the Implementation of the model in many ways and evaluated its use. Between 2000 and 2005 c.a. 900 European public administrations used CAF to improve their organizations. There is also a lot of interest in using the tool by countries from outside Europe, e.g. China, Middle East, Dominican Republic and Brazil. More than 300 CAF users met at the 1st and 2nd European CAF Users events in Rome in 2003 and in
Luxembourg in 2005. Two studies by EIPA, established in the context of these events, give detailed information on the use of CAF in Europe and they inspired the CAF 2006 revision.

A database on CAF applications is being further developed at EIPA, allowing integrating good practices in public administration from all over Europe and maybe beyond. A CAF e-tool will soon be fully available for the CAF community. The CAF website gives all the available information at the European Level. The model is now translated into 19 languages. Still, at the national level, many countries have developed CAF support structures, including training, e-tools, brochures, CAF users’ events and CAF databases. All these activities assure all the CAF actors involved that target of 2000 registered CAF users in 2010 set by the United Kingdom presidency will be met.

At the end of the Luxembourg presidency in June 2005, the ministers responsible for Public Administration in the European Union expressed their appreciation of the fruitful exchange of ideas, experiences and good/best practices between the public administrations of the EU member states within the European Public Administration Network (EPAN) and for the development of tools such as the Common Assessment Framework. They asked that the quality approach be integrated even more with the Lisbon Agenda. The CAF 2006 revision took this request into account.

**Main purpose and support**

The CAF is offered as an easy-to-use tool to assist public sector organizations across Europe to use quality management techniques to improve performance. The CAF provides a self-assessment framework that is conceptually similar to the major TQM models, EFQM in particular, but is especially conceived for public sector organizations, taking into account their differences.

The CAF has four main purposes:

- to introduce public administrations to the principles of the TQM and gradually guide them through the use of and understanding of self-assessment, from the current “Plan-Do” sequence of activities to a fully-fledged “Plan-Do- Check-Act (PDCA)” cycle.
- to facilitate the self-assessment of a public organization in order to obtain a diagnosis and improvement actions.
- to act as a bridge across the various models used in quality management

**Target organizations**

The CAF has been designed for use in all parts of the public sector, applicable to public organizations at the national/federal, regional and local levels. It may also be used under a wide variety of circumstances e.g. as part of a systematic programme of reform efforts or as a basis for targeting improvement efforts in specific public service organizations. In some cases, and especially in very large organizations, a self-assessment may also be undertaken in a selected section or department.
This will help to identify, create, represent, distribute and adopt insights and experiences. Developing a team charter is a process by which a team defines what it needs to accomplish, how it will do it and what its boundaries are. Teams may be chartered by management, or a group of motivated individuals may simply recognize a need and create a charter themselves. The performance objectives need to be vetted with the team sponsor and key stakeholders. Teams should consider their deliverables with respect to key stakeholders and their requirements.

Level of involvement in virtual teams

Modern Teams in Context: An Historical Perspective

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(Based on the work of Jessica Lipnack and Jeffery Stamps)
A global team is a small group of people, focused on a common goal linked by technology, whose representation and process reflects the global scope of the teams work.

4. Case study of European development initiatives: strengths and weaknesses – by Dr Ulrich Graute (UNDESA)

Orchestrating Europe regional actors between territorial cohesion, own interests and global competitiveness. The behaviour of an organization’s leader can help to create clarity and unity of purpose and environment in which the organizations and its people excel.

European Union Funding
About 30% is for agriculture - this amount is given as subsidies of European products in the European markets

2007-2013 main features of funding
1. More visibility
2. Improved legal basis
3. Clear focus on innovation and environment (Lisbon and Goteborg)
4. 75% EU co-financing for all regions (in some cases up to 85%)

Comment [J1]: Incomplete sentence
Achievement of the programme

- All the 18 countries participated
- More than 1600 partners in one programme and 133 projects
- Many private partners
- There was EU enlargement from 4 member states to 11 member states
5. Case study of Vision 2030: An analysis of its implementation, monitoring and evaluation - by Julius Muia (NESC)

What is Vision 2030?
The Kenya Vision 2030 is the country’s new development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrializing, middle-income country providing a high quality life to all its citizens by the year 2030. The Vision has been developed through an all-inclusive and participatory stakeholder consultative process, involving Kenyans from all parts of the country. It has also benefited from suggestions by some of the leading local and international experts on how the newly industrializing countries around the world have made the leap from poverty to widely-shared prosperity and equity. The Vision is based on Foundation/enablers and three “pillars”: the economic, the social and the political. The adoption of the Vision by Kenya comes after the successful implementation of the Economic Recovery Strategy for Wealth and Employment Creation (ERS) which has seen the country’s economy back on the path to rapid growth since 2002, when GDP grew from a low of 0.6% and rising gradually to 7% in 2007.

The economic pillar aims to improve the prosperity of all Kenyans through an economic development programme, covering all the regions of Kenya, through an average Gross Domestic Product (GDP) growth rate of 10% per annum beginning 2012. The social pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The political pillar aims to realize a democratic political system founded on issue-based politics that respects the rule of law, and protects the rights and freedoms of every individual in Kenyan society.

The Kenya Vision 2030 is to be implemented in successive five-year Medium-Term Plans, with the first such plan covering the period 2008-2012. For that reason, most projects and programmes are scheduled for implementation between 2008 and 2012. While the “flagship” projects are expected to take the lead in generating rapid and widely-shared growth, they are by no means the only projects the country will be implementing. A flagship project only sets the pace for multiple vessels behind it. By the same token, there are many ongoing projects and yet others planned for the future by the Government and the private sector. All of these deserve attention and support. The full details will be found in the Kenya Medium-Term Plan for 2008-2012. At an appropriate stage, another five-year plan will be prepared covering the period 2012 to 2017, and so on till 2030.

As the country makes progress to middle-income status through these development plans, it is expected that it will meet its Millennium Development Goals (MDGs) whose deadline is 2015. The MDGs are eight internationally-agreed goals for socio-economic development that emphasize the following: elimination of extreme poverty and hunger; universal primary education; gender equality; reduction in child mortality; improvement in maternal health; lower HIV/AIDS and major disease incidence; environmental sustainability; and better partnerships with international
development partners. Some of the goals have already been met. The Vision 2030 spells out action that will be taken to achieve the rest.

**Foundations of the Vision 2030:**

**Enablers and Macro**

**Strategy**
Reforms in 10 key sectors that form the foundation of society for socio-political and economic growth.

The sector reforms will be as follows:-

- Macroeconomic stability for long-term development
- Continuity in governance reforms
- Enhanced equity and wealth creation opportunities for the poor
- Infrastructure (Transport, Ports, Telecom, etc.)
- Energy
- Science, Technology and Innovation (STI)
- Land Reforms
- Human Resource Development
- Security
- Public Service

**Economic pillar**

- **Strategy**
  - Six key sectors with potential to deliver 10% economic growth per annum

- **Sectors**
  - Tourism
  - Agriculture (Agri-processing)
  - Wholesale & Retail trade
  - Manufacturing
  - Business Process Outsourcing/ Off-shoring (BPO)
  - Financial services
Social Pillar
  • Strategy
    • Undertake transformation in 6 key social sectors
  • Sectors
    • Education and Training
    • Health
    • Water and Sanitation
    • Environment
    • Housing and Urbanization
    • Gender, Youth and Vulnerable groups

Political pillar
  • Strategy
    • Transformation of the Kenya’s political governance across 5 strategic areas
  • Sectors
    • Rule of law and human rights
    • Electoral and political processes
    • Democracy and public service delivery
    • Transparency and accountability
    • Security, peace-building and conflict resolution

Implementation of Vision 2030

The strategies to deliver the 10% annual growth by 2012 are being executed through concrete flagship projects across the priority sectors in all the three pillars of the Vision. The projects are original large-scale initiatives that look beyond their immediate locality and are capable of having an impact on the entire nation. Flagship projects, however, form only part of national development. Complementary projects will also be undertaken in line with the Medium Term Plans, the Budget Outlook Paper, and the Medium Term Expenditure Framework.

Kenya Vision 2030 is a long-term process that requires dedication and focus beyond the initial five-year period. During the life of the Vision, strategies and action plans will be systematically reviewed and adjusted every 5 years in order to effectively respond to the changing global, regional
and local environment. Thus, Vision 2030 will be delivered over many different horizons, each with defined goals and flagship projects. Following the expiry of the ERS in December 2007, the first part of Vision 2030 is being implemented under the 2008-2012 Medium Term Plan. Delivering this ambitious process of national transformation requires: a fundamental shift from business-as-usual to “business unusual” (from multiple and often uncoordinated levels of decision making to a centralized implementation process); a new management philosophy (from a limited sense of urgency to relentless follow up); legislation (from slow, reactive to fast, proactive legislating); special budgeting (from low and dispersed to high and “ring-fenced” investments), as well as management of top talent (from shortage of skills to a war for talent).

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<tr>
<th>Vision 2030 Goal</th>
<th>Strategies</th>
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<td>Macroeconomic strategy for long-term development</td>
<td>Maintaining macro-economic stability &amp; economic growth</td>
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<td>Jobs, labour force participation &amp; industrial peace</td>
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<td>Move the economy up the value chain</td>
<td>International visitor arrivals, bed-nights &amp; tourism earnings</td>
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<td>Invest in the people of Kenya</td>
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<td>Transformation of Kenya’s political governance system</td>
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*Source: A Handbook of National Reporting Indicators 2008-12*
Vision 2030 Implementation Framework

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<th>Legal standing Contract</th>
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<th>Membership</th>
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<td>Performance Contract</td>
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<td>Govt Mins, Dept Agencies</td>
<td>Implement flagship projects &amp; other targets that contribute to the achievement of the Kenya Vision 2030</td>
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<td>NESC PPP</td>
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| Gazette Notice Vol. CXI-No. 15 | VDB PPP | a) Play a policymaking & advisory role & provide overall leadership, oversight, guidance & policy direction in implementation of the Vision & sustenance of momentum in realising the goals & aspirations under the Vision;  
|                          |                         | b) Be responsible for setting targets and evaluating results |
| Gazette Notice Vol. CXI-No. 15 | Cabinet Committee Ministries in VDB | a) Oversee all implementation of Vision 2030;  
|                          |                         | b) Provide oversight & general direction & impetus to VDB in implementation of the Vision  
|                          |                         | c) Minister (Planning) to table in Committee meetings, progress report on implementation of Vision 2030 & MTP |
| Gazette Notice Vol. CXI-No. 15 | VDS | Spearhead implementation of Vision 2030, i.e. monitor progress & assist in mobilization of resources as appropriate |
| Gazette Notice Vol. CXI-No. 15 | Sector Delivery Secretariats (SDS) in line ministries | Overseeing successful implementation of Vision 2030 & MTP projects/programs in given sectors |
| Gazette Notice Vol. CXI-No. 15 | Delivery Teams | To serve respective SDS in the execution of their mandates |
| Gazette Notice Vol. CXI-No. 15 | Sector Working Groups | Ad hoc PPP teams which shall regularly receive feedback on progress of implementation of Vision 2030 from SDS |
| Gazette Notice Vol. CXI-No. 15 | MoF | Anticipate financial requirements for the projects as they progress |
MTP Implementation by Government Ministries, Departments and State Agencies
• Flagship projects
• Annual Work plans
• Funded through MTEF
• Results frameworks

Implementation of Vision 2030: Main Actors
• Min of State for Planning, National Development & Vision 2030
• Treasury-MTEF support, PPP, KenInvest
• Gov Ministries-policy direction, standards, resources, priorities, etc
• State agencies under Gov ministries
• Vision Delivery Board & Vision Delivery Secretariat (ongoing & monthly meetings)
• NESC-Medium Term Strategy, Policy agenda, Quarterly NESC meetings, VDB, VDS

M&E structure for Vision 2030
• Monitoring: Are we doing things right?
• Evaluation: Are we doing the right things?
• M&E helps to:  
  - provide an evidence base for public resource allocation decisions
  - identify how challenges should be addressed and successes replicated

Source: Mekong Wetlands Biodiversity Conservation and Sustainable Use Programme
For successful Vision 2030 implementation, the MTP is evaluated through Annual Progress Reports (APRs) under the National Integrated Monitoring and Evaluation System (NIMES).

The Monitoring and Evaluation Directorate (MED) in the Ministry of Planning is the focal point for NIMES.

MED produces monthly, quarterly and annual reports on MTP implementation progress.

**M&E for Vision 2030 - Institutional**
- State Agencies with Vision 2030 responsibilities through monthly, quarterly & annual Performance Contracts
- Gov Ministries through monthly, quarterly & annual PCs
- VDB-Monthly update reports on flagship projects reported by VDS & implementers.
- NESC-VDS reports progress in quarterly full Council meetings of NESC
- Cabinet Subcommittee of Vision 2030

**Assessment of the Implementation, M&E Process of Vision 2030**

**Challenges**
- Some ministries’ indicators need strengthening
- Some of the indicators in the *Handbook of National Reporting Indicators for the Vision 2030 First Medium Term Plan 2008-2012* have been reported to be insufficient.
- MED work not fully appreciated and utilised
- MED yet to build capacity to strategically position itself as critical in county government projects implementation, monitoring and evaluation.
- Weak enforcement of *Methodological Guidelines (MOG)* in public sector; an M&E policy yet to be implemented
- Standard M&E curriculum for the country is necessary to ensure continuity in the MED and partner institutions
- Most MDAs may not have qualified and experienced M&E personnel carrying out the M&E function in their respective institutions. They rely on economists who may not have been trained in M&E

**Suggested improvements:**
- Ministries to have expanded indicators
- MED to strengthen the insufficient indicators
- MED to identify its stakeholders and disseminate to them M&E information and reports to create demand for the same.
- MED requires capacity building for it to continue being relevant in county governments
- MED should produce M&E reports for counties through a standardised benchmark.
- County governments will have greater autonomy; need for coordinated development.
**Conclusion**

- Vision 2030 has quantifiable targets
- Vision 2030 has an implementation framework
- What gets measured gets done - Structures needed to measure and evaluate staff & institutional performance.
- A coordinated and integrated approach is key to successful implementation of M&E for Vision 2030
- Replicate success and implement lessons learnt
- Benchmark with global best practices
- Use ICT to strengthen implementation, M&E of Vision 2030

**6. Proposals for future development of Vision 2030 - Plenary**

a. **Domain of interaction oriented policy research**

   *Adopt this policy framework for mapping out the problems, actors, constellation, and modes of interaction.*

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**Institutional Setting**

- **Problems** → **Actors** → **Constellation** → **Modes of Interaction** → **Policies**

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**Policy Environment**

*The domain of interaction-oriented policy research (Fritz Scharpf, 1995)*
b. **Engagement of Stakeholders**

Engagement of stakeholders/actors in the human capacity development sector:

a) Ministry of Labour  
b) Ministry of Finance  
c) Office of the Prime Minister  
d) Federation of Kenya Employers (FKE)  
e) KIPPRA  

Engagements with various reports have been developed on the issue, TNAS human resource development manual. Address the gaps which have been identified/better orientation on the situation, training for service delivery improvement/demand driven as opposed to supply driven.

1. Review the actors -interest, capability and limits — clarify roles in Vision 2030  
   *(Action to be taken by NESC)*

2. Help to disaggregate and secure common understanding of the overarching goal of Vision 2030 “high quality of life” *(Action by NESC and KIPPRA)*

**c. Communication strategy**

1. Develop a communication strategy-
   - Disseminate key messages on development, implementation, status, and challenges in the first MTP 2008-2012.
   - Create a national forum to discuss the successes/challenges of Vision 2030.
   - Create more awareness of Vision 2030 among its beneficiaries; who are the private sector, public, local communities, schools etc. Define their roles (in all of the Vision projects/initiatives) in order for them to be more involved in supporting this development plan, and also to appreciate it.
   - For knowledge dispensation, in future the governments could try developing mobile applications to be used to dispense current arising issues in the government. This could make people aware of government policies and also could play a big role in the implementation of Vision 2030. The mobile application should be easily available. The adoption of E-Book also to enhance the fast dispensation of knowledge across the country.
   - Establish a knowledge management strategy for Vision 2030 to help capture, share and disseminate experiences/lessons learnt in the implementation of the Vision.
2. Focus on delivery teams with special reference to the lead agency to ensure:

- synchronized target achievement of relevant actions of required activities of necessary institutions
- linkage of required financing with MTEF budgeting process or special funding requirements
- production of value propositions which are investor ready
- packaging of all value propositions in the KenInvest format
- reports on marketing drive by KenInvest in liaison with the VDS
- reports of VDS on their necessary relentless follow up on all the institutions quarterly
- communication to the public on Vision 2030 and its implementation progress; this will link to the national values Feedback to the Cabinet Committee on Vision 2030 for action where handicaps exist

3. Clearly indicate all the key actors for all flagship projects each with an assigned task, with clear deliverables/targets.

4. Clearly separate M&E for flagship projects (125) from the rest of the national projects in the reporting structure.

5. Develop fewer but broader thematic programmes for Vision 2030 in MTP II with specific five-year projects.

6. Develop a strategy for cushioning the implementation of Vision 2030 against regime change. What mechanisms exist to ensure that successive governments commit to implementation of the Vision?

7. All MDAs to use the RBM approach in planning, implementation and evaluation

8. Mindset change required to inject more sense of urgency - to do things differently e.g. procurement, skills set

9. Dissemination of what Vision 2030 is all about should be enhanced so that all Kenyans are aware of the vision of the government for the next 19 years.

10. Bring the key stakeholder on Vision 2030 together for sharing and greater impact

11. Create visibility for the Vision and support its implementation

*Action by Vision Delivery Secretariat*
d. **Review of Vision 2030 Indicators**

Review the various indicators of Vision 2030 to ensure that they include indicators that reflect or measure impact, especially in the social and political pillars. Indicators those are more qualitative than quantitative.

*(Action: Ministry of State for Planning, National Development and Vision 2030)*

e. **Knowledge Management System**

1. To establish an information knowledge management system/framework (domesticating best global practices)

2. Knowledge management (KM) – carry out an analysis of the state of capturing and disseminating information related to Vision 2030. Strengthen KM, especially the co-coordinating aspect, and fast-track the implementation of a knowledge framework for Vision 2030.

3. The Ministry of State for Planning, National Development & Vision 2030, which has a coordinating role should have a unit or a directorate to coordinate KM enhancement.

f. **Monitoring and Evaluation Framework**

1. The Vision 2030 monitoring and evaluation framework with indicators for project outputs and for the goal – PERIODIC ASSESSMENT OF GOAL ACHIEVEMENT – OUTCOMES – MAPPING

2. Strengthen linkages between the NIMES and all MDAs

3. The Monitoring and Evaluation policy to be finalized, taking into consideration the challenges that will come up with the implementation of the new constitution.

4. The Monitoring and Evaluation Directorate which is in charge of monitoring progress on the implementation of the Vision needs to be capacity-built to ensure that the information is disseminated to all and in a manner that is easily understood.

g. **Human Capacity Development**

Develop a national policy to guide the process of human capacity development so that we may know:

- the human resource requirements (e.g. how many actors, engineers, doctors, economists we need) to implement Vision 2030.

- how to equip them to improve their capabilities

*(Action: Ministry of State for Planning, National Development and Vision 2030)*
h. National Values system

Develop a programme for integrating core national values and ethics into the system with measurable indicators.

*Action: Ministry of Justice, National Cohesion & Constitutional Affairs*

i. Urgent sourcing by Ministry of Finance of the 70% deficit needed to finance the Vision’s project – mechanisms to be considered based on PPP model.

*Action: Ministry of Finance*

j. Action points for all participating institutions

1. When planning/structuring a project or programme, ensure that a log framework capturing all the following is developed and agreed upfront and modified/improved continuously:

   - Inputs
   - Activities
   - Outputs
   - Outcome
   - Impact

   Each of these should have clearly identified indicators for quantitative and qualitative aspects.

2. Mainstream knowledge management further in the national framework

3. Need to condense understanding of problems/challenges across sectors by the sector participants. This would allow internalizing of issues at stake among all key stakeholders.

   - The main target would be to match available human/other non-financial resources with the requirement needs while also ensuring focus on possible budgetary allocation.

   - Another element would be to gain a deeper understanding of the phrase “business unusual”. This would be to ensure realization of potential results within stipulated time frames.

   - The sector participants should also have a forum for sharing out the set of relevant knowledge within their institution to ensure informed implementation. Consultations should be allowed at all stages.

   - All the sector actors should share among them the results/status of what they are implementing. This should be done at regular intervals.

   - An effort should be made to address cross sector linkages to avoid duplication of efforts and loss of resources.

   - A review of status of implementation should be recorded and reported at agreed time intervals.
## ANNEX1: Workshop attendance

<table>
<thead>
<tr>
<th>#</th>
<th>Name</th>
<th>Designation/work</th>
<th>Contact</th>
<th>Email</th>
</tr>
</thead>
<tbody>
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ANNEX 2: PROGRAMME

LEARNING FROM STRENGTHS AND WEAKNESSES OF EUROPEAN DEVELOPMENT INITIATIVES FOR PROGRAMMES MANAGEMENT IN KENYA

Workshop Venue: Southern Sun Mayfair Hotel, Nairobi, Kenya
5th-6th October 2011

Workshop Participants: Ministry of Planning, National Development and Vision 2030, NESC Secretariat, Vision Delivery Secretariat (VDS) and KIPPRA.

Day 1, Wednesday 5 October 2011

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
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<tbody>
<tr>
<td>8.30-9.00</td>
<td>Registration and files</td>
<td>• NESC</td>
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<tr>
<td>9.00-9.15</td>
<td>Welcoming Remarks</td>
<td>• Mr Julius Muia, NESC</td>
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<tr>
<td></td>
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<td>• Dr Graute Ulrich-UNDESA</td>
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<tr>
<td>9.15-9.30</td>
<td>Objectives of the workshop</td>
<td>• Mr Julius Muia, NESC</td>
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<tr>
<td>9.30-10.30</td>
<td>Introduction to programme and project management</td>
<td>• Dr Graute Ulrich-UNDESA</td>
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<tr>
<td>10.30-11.00</td>
<td>TEA BREAK</td>
<td>TEA BREAK</td>
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<tr>
<td>11.00-12.30</td>
<td>Introduction to programme and project management</td>
<td>• Dr Graute Ulrich-UNDESA</td>
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<td>12.30-1.00</td>
<td>Plenary/Recap</td>
<td>• Dr Graute Ulrich-UNDESA</td>
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<td>• Rapporteur</td>
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<td>1.00-2.30</td>
<td>LUNCH BREAK</td>
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<tr>
<td>2.30-3.30</td>
<td>4. Knowledge Management: Conceptualisation, strategies and practices in organisations. This will help to identify, create, represent, distribute and adopt insights and experiences.</td>
<td>• Dr Graute Ulrich-UNDESA</td>
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<td>3.30-4.00</td>
<td>TEA BREAK</td>
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<td>4.00-4.30</td>
<td>Case study of European development initiatives: strengths and weaknesses</td>
<td>• Dr Graute Ulrich-UNDESA</td>
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<td>• Rapporteur</td>
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## Day 2, Thursday 6 October 2011

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<tr>
<td>9.00–10.00</td>
<td>Case study of Vision 2030: An analysis of its implementation, monitoring and evaluation.</td>
<td>Mr Julius Muia, NESC</td>
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<td>10.00–11.00</td>
<td>Plenary/Recap/ Documentation of lessons learned</td>
<td>Mr Julius Muia, NESC</td>
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<td>Dr Graute Ulrich-UNDESA</td>
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<td>Rapporteur</td>
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<tr>
<td>11.00–11.30</td>
<td>TEA BREAK</td>
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<tr>
<td>11.30–1.00</td>
<td>Develop a framework for evaluating the action plans and the progress of implementing Kenya’s Vision 2030 – Group work (3 groups: NESC/VDS; KIPPRA; MoPND)</td>
<td>Dr Graute Ulrich-UNDESA</td>
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<tr>
<td>1.00–2.00</td>
<td>LUNCH BREAK</td>
<td>LUNCH BREAK</td>
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<tr>
<td>2.00–3.00</td>
<td>Presentation of Results by Break-out Groups - by Spokesmen</td>
<td>Dr Graute Ulrich-UNDESA</td>
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<td>3.00–3.30</td>
<td>Wrap up and Recap</td>
<td>Dr Graute Ulrich-UNDESA</td>
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<td>Mr Julius Muia, NESC</td>
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<td>3.30–4.00</td>
<td>TEA BREAK</td>
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