



NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT

MONITORING & EVALUATION FRAMEWORK

2018 - 2022





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Table of Contents

- ACRONYMS AND ABBREVIATIONS v
- Definitions of M&E Terms vi
- FOREWORD**viii
- PREFACE** ix
- EXECUTIVE SUMMARY** x
- CHAPTER ONE** 1
 - INTRODUCTION..... 1
 - 1.0 Overview 1
 - 1.2 NCPD Vision, Mission and Mandate 2
 - 1.3 NCPD Organizational structure for M&E 2
 - 1.4 Rationale for Development of M&E Framework (2018-2022) 3
 - 1.5 Guiding Principles of M&E 4
- CHAPTER TWO** 5
 - REVIEW OF IMPLEMENTATION OF NCPD M&E FRAMEWORK (2013-2018) 5
 - 2.0 INTRODUCTION..... 5
 - 2.1 Key Achievements of the M&E Framework 5
 - 2.2 Challenges 6
 - 2.3 Lessons learnt 6
- CHAPTER THREE** 7
 - RESULTS FRAMEWORK 7
- CHAPTER FOUR** 11
 - MONITORING AND EVALUATION PLAN 11
 - Monitoring Plan..... 12
 - The Evaluation Plan 15
- CHAPTER FIVE** 17
 - Monitoring and Evaluation Data Management and Utilization..... 17
 - 5.0 Overview 17
 - 5.1 Sources of data 17

5.2 Reporting	17
5.3 Dissemination	18
5.4 Utilization.....	18
Appendices	19
Annex I: Indicator reference sheet	19
Annex 2: National Population and Development Indicators.....	23
Annex 3: Format for Annual Monitoring and Evaluation Plan.....	25
Annex 4: Program/ Project Evaluation Tool.....	26
Annex 5: Work Plan Monitoring Tool.....	27
Annex 6: Performance Contract Monitoring Tool.....	28
Annex 7 : Field Monitoring Visit Report Format	29
Annex 8: Quarterly and Annual Reporting Formats	30
Annex 9: NCPD Annual Report Format.....	31

ACRONYMS AND ABBREVIATIONS

ASRH	Adolescent Sexual Reproductive Health
CPCs	County Population Coordinators
CPR	Contraceptive Prevalence Rate
DCS	Director, Corporate Services
DD	Demographic Dividend
DDR	Demographic Dividend Roadmap
DG	Director General
DTS	Director, Technical Services
FGM	Female Genital Mutilation
GOK	Government of Kenya
ICPD	International Conference on Population and Development
ICT	Information, Communication and Technology
KRA	Key Result Area
M&E	Monitoring and Evaluation
MTP	Medium Term Plan
NCAPD	National Coordinating Agency for Population and Development
NCPD	National Council for Population and Development
NPPSD	National Population Policy for Sustainable Development
PBRMM&E	Planning, Budgeting, Resource Mobilization, Monitoring and Evaluation
P&D	Population and Development
PHE	Population Health and Environment
PPND	Population Policy for National Development
RPCs	Regional Population Coordinators
RH	Reproductive Health
SAGA	Semi-Autonomous Government Agency
SDGs	Sustainable Development Goals
TWG	Technical Working Group
UNFPA	United Nations Population Fund
TBD	To be determined

Definitions of M&E Terms

Activities: A series of actions taken or work performed, during which inputs are used to produce outputs.

Effectiveness: A measure of the extent to which a programme/project reached its intended objectives.

Efficiency: A measure of how economically or optimally inputs are used to produce outputs.

Evaluation: An assessment undertaken in an objective and a systematic manner to determine the degree to which a programme/project has successfully met its objectives. It is a process of assessing relevance, effectiveness, efficiency, impact and cost of activities on the basis of specific programme/project objectives.

Impact: The ultimate long term changes to which the implementation of programme/project Interventions has contributed. It can also be referred to as the difference to which the implementation of a programme/project has brought.

Indicator: Specific quantified measurements related to the extent of a programme or project is reaching its objectives.

Inputs: The financial, human and material used to produce outputs through activities.

Monitoring: The process of continuously and closely checking/ observing and keeping track over implementation of a programme/project/activity to assess its progress and performance. This entails collection and analysis of data and information as the project progresses to determine whether planned activities have been undertaken, set standards or requirements are being met and if the goal and objectives of the project are likely to be achieved.

Objective: A measurable statement about the end result that a programme/project is expected to accomplish in a given period of time. It explains why the programme/project was created.

Outcomes: It is developmental change or change in behavior resulting from a certain intervention. Outcomes express the extent to which immediate objectives are reached.

Outputs: They are immediate results stemming from the programme/project initiative. Describes what the programme/project produces or delivers.

Process: A sequence of activities and undertakings, sometimes involving several organizational units, in performing a service or a duty.

Programme: A series of interrelated projects with a common overall objective.

Mostly a programme cuts across sectors, themes or geographic areas; uses a multi-disciplinary approach; and may be supported by several funding sources.

Project: A planned undertaking of related activities aimed at specific objective(s) that has a planned start and completion date.

Stakeholders: Specific people who have an interest or are affected by a programme/project.



FOREWORD

The development of the Monitoring and Evaluation Framework (M&E Framework) is an essential component of NCPD's efforts to improve the effectiveness and quality of government's projects. The Framework provides feedback on the implementation of programmes, projects and activities and allows NCPD to build on its strength and address the challenges experienced during implementation of the programmes.

The Framework outlines the achievements under the published framework (2013-2018), the Results Framework, Monitoring and Evaluation Plans and reporting of data for the period 2018-2022. The Framework is aligned to the Sustainable Development Goals (SDGs), Medium Term Plan III (MTP III 2018-2022), the Big Four Agenda, the ICPD Beyond 2014-implementation frameworks and the NCPD Strategic Plan (2018-2022).

NCPD plays a key role in leadership and guidance in matters related to population and development in the country as well as promoting and coordinating population activities. The Framework will address key focus areas aimed at coordination on population programme issues, enhancing research and policy development, spearheading advocacy and public education and strengthening of NCPD.

To achieve the envisaged result of ensuring high quality of life for all Kenyans calls for increased support from both the National and County Governments' leadership and development partners. Continuous monitoring, evaluation and reporting will enable formulation of timely remedial actions.

I call upon all the stakeholders to actively play their roles in support of the realization of this M&E Framework.

Dr. Josephine Kibaru-Mbae, OGW
DIRECTOR GENERAL

PREFACE

The M&E Framework builds on achievement and lessons learned during the implementation of the published M&E Framework, 2013-2018. The Framework details monitoring, evaluation and reporting that will ensure efficiency and effectiveness in the implementation of NCPD programmes, projects and activities set out in the NCPD Strategic Plan (2018-2022), Plan of Action (2018-2022) for implementation of the Population Policy for National Development (PPND) and Demographic Dividend Roadmap.

The Framework will focus on four (4) key results areas namely: Programme Coordination on Population Issues; Research and Policy Development; Advocacy and Public Education; and Institutional Capacity. The framework is envisaged to facilitate documentation of key lessons learnt and enhance sustainability in the implementation of programmes, projects and activities as well as boost accountability to relevant stakeholders.

The Framework was prepared through a consultative process involving various stakeholders comprising of representatives from NCPD, Ministries, Departments, Agencies and Development Partners. I, therefore, wish to acknowledge all stakeholders for their valuable contribution towards designing the indicators, outputs and outcomes for realization over the Framework period.

NCPD will ensure that the Framework is fully implemented in order to provide feedback on the efficiency and effectiveness in the implementation of the programmes, projects and activities and to the budgetary allocation system. In order to achieve this, strong collaboration between NCPD and all stakeholders will be strengthened to ensure that synergies in implementation of this Framework are built.

I therefore call upon all our stakeholders to provide adequate technical and financial support for the successful implementation of the M&E Framework.

Mr. Peter Nyakwara

DIRECTOR, TECHNICAL SERVICES



EXECUTIVE SUMMARY

The Monitoring and Evaluation Framework is key in improving the effectiveness and quality of results for projects/programmes interventions. The Framework will provide feedback on the implementation of projects/programmes and allow NCPD to build on its strength and address the challenges experienced during the implementation of Framework period.

In the previous M&E Framework (2013-2018), the following achievements were realized: enhanced integration of population issues in development planning; improved communication, advocacy and public education on the population policy and programme issues; improved knowledge and information base on the population issues; enhanced coordination of the implementation of population policy and programmes and improved visibility of NCPD.

Further, the country has been able to achieve Family Planning 2020 targets earlier than expected. Furthermore, the transparency and accountability has fostered good working relationships and partnerships with development partners and stakeholders such as UNFPA, JPHIEGO, PRB among others.

Some of the key challenges and emerging issues during the review period included the following: the M&E Framework (2013-2018) was not widely disseminated; the Council lacks legal authority to monitor and evaluate population and development related programmes and projects implemented by various stakeholders; the Framework did not plan for any evaluation during the review period among others.

During M&E Framework (2018-2022) period, NCPD will contribute to a high quality of life for all Kenyans. To this end, the Council will focus on the four (4) key result areas namely: Programme Coordination on Population Issues; Research and Policy Development; Advocacy and Public Education; and strengthening Institutional Capacity.

This Framework is organized in five chapter and six annexures. Chapter 2 provides a situation analysis of the implementation of the published M&E Framework (2013-2018) which includes key achievements, challenges and lessons learnt.

Chapter 3 presents the Results Framework which highlights results at output, outcome and impact levels. Chapter 4 provides the monitoring and evaluation plan which analyses the information to be collected, the methodology to be used, timelines and responsibility. Chapter 5 presents sources of data for the monitoring and evaluation system, information reporting and dissemination.

1

CHAPTER ONE

INTRODUCTION

1.0 Overview

Chapter One covers an introduction to monitoring and evaluation framework, and provides the mandate, vision and mission of the National Council for Population and Development (NCPD). Other key components in this chapter are organizational structure for monitoring and evaluation, rationale for M&E Framework and its guiding principles.

1.1 Monitoring and Evaluation Framework

Monitoring and evaluation is part of the programme/project management cycle that serves in measuring progress, detecting problems and if necessary taking correcting action, improving performance and learning at all levels. Monitoring and evaluation forms part of the results based management approach in the Public Service that is aimed at enhancing efficiency, effectiveness and ensuring value for money for all Kenyans. It is envisaged that findings of monitoring and evaluation will inform future policy reviews and programme planning.

The overall aim of the Monitoring and Evaluation (M&E) Framework is to ensure that NCPD and all stakeholders in the population sector are fully equipped to systematically generate, capture and disseminate knowledge through increased investments in monitoring and evaluation and to strengthen the impact and effectiveness of its programmes/projects. The Framework puts the M&E process as a development planning mechanism in the project cycle as well as a management function that ultimately improves service delivery.

The M&E Framework is well anchored in the Constitution of Kenya 2010, the County Governments' Act 2012, the Intergovernmental Relations Act 2012 among others. The legislation emphasizes on the promotion of values and good governance and stresses on effective and meaningful participation by the people for which M&E is a critical

component. Effective public service underpins robust performance management and annual reporting of development initiatives.

Utilization of the various M&E reports will provide timely and reliable feedback to the budgetary and policy preparation processes. They will also provide reporting on the effectiveness of respective government programmes and projects to the government, development partners and population and development stakeholders.

The M&E Framework complements other documents namely NCPD Strategic Plan (2018-2022), Plan of Action for Population Policy and National Development, Demographic Dividend Roadmap, The Coordination Strategy, Performance Contracts and Annual Work Plans among others.

1.2 NCPD Vision, Mission and Mandate

Vision

Quality population for a prosperous Kenya

Mission

To provide Excellent Leadership in Population Policy Development and its Implementation for Sustainable Development.

Mandate of NCPD

NCPD is charged with the responsibility of promoting and coordinating population and development activities in Kenya. The functions of the Council as stipulated in Sessional Paper No. 3 of 2012 on Population Policy for National Development and the Legal Notice No. 120 of October 9, 2004 are to:

- i. Analyze population issues and develop policies relating to population.
- ii. Provide leadership and mobilize support for population programmes, including coordination and implementation by different organizations.
- iii. Assess the impact of population programmes and make recommendations arising from such assessments.
- iv. Assist other organizations in dealing with population issues.
- v. Identify and advise on population issues that may not be adequately or appropriately dealt with by the government.
- vi. Advocate for political and other support to address population issues.

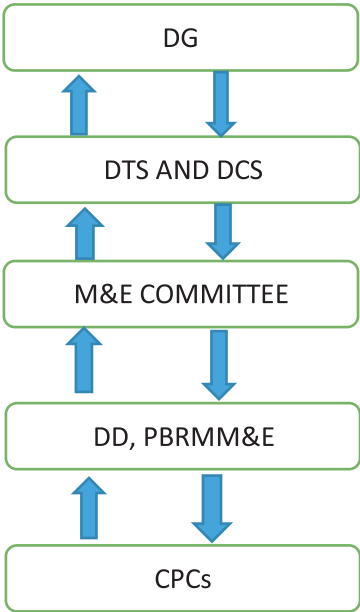
1.3 NCPD Organizational structure for M&E

The Council has a Monitoring and Evaluation Committee which comprises the Director General, Directors and Heads of all Departments/Divisions and Units. The

committees is charged with guiding the implementation of the M&E Framework and tracking the Council's programmes, projects and activities.

In addition, the Planning, Budgeting, Resource Mobilization, Monitoring and Evaluation Division is responsible for preparation of Quarterly and annual progress reports and coordination of field visits. The Division also provides secretariat to the Monitoring and Evaluation Committee.

County Population Coordinators are responsible for M&E activities and the management of M&E data at county level. The following is the organization structure for M&E in NCPD:



1.4 Rationale for Development of M&E Framework (2018-2022)

The findings in the situational analysis of the M&E Framework has led to the conclusion that substantial clarifications are needed to the Framework. The following elements will be included in the framework: clarification of the M&E system and function, roles in M&E, improved functionality for M&E by use of Information Communication and Technology (ICT), communication and dissemination of results and efforts to boost a results culture through awareness raising and leadership support.

In addition, the implementation period for the M&E framework (2013-2018) has come to an end, therefore, there is need to develop an M&E Framework that will succeed the published framework. The Framework will be aligned to the Sustainable Development Goals (SDGs), Medium Term Plan III (MTPIII 2018-2022), the Big Four Agenda, the ICPD Beyond 2014-implementation frameworks and the NCPD Strategic Plan (2018-2022). The M&E Framework will be built around a periodic reporting system based on indicators at the output and outcome levels.

The purpose of this M&E Framework is to provide feedback on the efficiency and

effectiveness in the implementation of the programmes, projects and activities set out in the NCPD Strategic Plan (2018-2022), Plan of Action (2018-2022) for implementation of the Population Policy for National Development (PPND) and Demographic Dividend Roadmap.

The Framework will also provide feedback to the budgetary allocation system so that future budget allocations are tailored to maximize their impact on achievement of Strategic Plan and Plan of Action for PPND targets. In addition, the Framework will point to lessons and recommendations arising from implementation of programmes, projects and activities.

The Population Policy for National Development and Demographic Dividend Roadmap (DDR) are not confined to activities of NCPD. Their full implementation require actions by a wide range of stakeholders, including public bodies at National and devolved levels, the private sector and Civil Society Organizations. Mirroring the PPND and DDR, the M&E Framework will encompass all relevant stakeholders.

1.5 Guiding Principles of M&E

The key principles guiding the M&E Framework are:

- i. A participatory approach: A participatory approach will be employed in monitoring and evaluation to promote stakeholders' ownership and commitment.
- ii. Aggregation of the four levels of information and input: Elements of M&E at the lower level (inputs, processes) will build towards the M&E processes at the higher level (outputs, outcomes, impact).
- iii. Ensuring evidence based decisions: Information drawn from monitoring and evaluation activities shall be based on consistent data and information that responds to the validity of the questions posed through the monitoring and evaluation studies.
- iv. A balanced emphasis on learning processes and accountability: M&E activities should be focused on results in order to improve programme impact while also building learning processes.

2

CHAPTER TWO

REVIEW OF IMPLEMENTATION OF NCPD M&E FRAMEWORK (2013-2018)

2.0 INTRODUCTION

This chapter outlines the progress realized during the implementation of the M&E framework for the period 2013-2018 in terms of key achievements, strengths and opportunities, challenges and lessons learnt.

2.1 Key Achievements of the M&E Framework

The M&E framework 2013-2018 guided various M&E activities in NCPD during the implementation period. The Framework has guided implementation of the Strategic Plan, Population Policy (2012) and respective Plan of Action and Family Planning 2020 among others. Notable achievements during the period include enhanced integration of population issues in development planning, improved communication, advocacy and public education on the population policy and programme issues, improved knowledge and information base on the population issues, improved visibility of NCPD, improved financial and human capacity and internal systems for the implementation of the population programmes.

Further, the relaunching and repositioning of the family planning programme by NCPD in 2012 brought on board increased partner involvement in family planning which called for Kenya to set new family planning targets for the Kenyan FP program. Consequently, the country has been able to achieve FP2020 targets earlier than expected. Furthermore, the transparency and accountability has fostered good working relationships and partnerships with development partners and stakeholders such as UNFPA, JPHIEGO, PRB among others.

Monitoring tools used during the period included Performance Contract (PC) and corresponding periodic and evaluation reports, Annual Work plan (AWP) and corresponding annual progress review reports, Field Monitoring Visits (National and

County levels), Population stakeholders' review meetings at national and county level and NCPD management meetings.

2.2 Challenges

The following are some of the challenges the Council faced in terms of monitoring and evaluation during the review period. Firstly, the M&E Framework (2013-2018) was not widely disseminated therefore the stakeholders had little knowledge about the Framework and did not report accordingly.

Secondly, the Council lacks legal authority to monitor and evaluate population and development related programmes and projects implemented by various stakeholders. Therefore, the Council could not effectively track progress of all population indicators in the Country.

Thirdly, the M & E field monitoring tool did not include the interventions implemented by various players hence the data collected could only be used to inform decision making at Council's level and not at stakeholders' level.

Fourthly, the Framework did not plan for any evaluation during the review period. Therefore, the Council did not analyze the impact, efficiency, effectiveness and level of sustainability of the programmes and projects undertaken. Further, weak M&E capacity among NCPD staff as well as stakeholders hampered effective joint planning and reporting.

2.3 Lessons learnt

During the implementation period of the framework under review, a number of key lessons have been learnt. There is need to disseminate the M&E framework to all stakeholders since this will create awareness and enhance ownership. In addition, advocacy for establishment of NCPD by an Act of Parliament which will give the Council a legal mandate to coordinate and monitor programmes and projects by all stakeholders implementing population and development programmes.

Further, the M&E template should be reviewed to include interventions implemented by various stakeholders. Furthermore, M&E activities should be funded adequately and evaluations should be prioritized in the Framework. There is also need for continuous capacity building for NCPD officers and stakeholders to support the institutionalization of M&E.

3

CHAPTER THREE

RESULTS FRAMEWORK

The Chapter presents the Results Framework for the programmes, projects and activities planned for implementation during the planning period, (2018-2022). The Framework clearly sets out the results to be achieved at all levels including output, outcome and impact. It also provides the link between the activities planned for implementation and the results expected to be achieved at different levels to facilitate systematic monitoring and evaluation.

The NCPD results framework was developed after consensus on the issues the population programme was to address, how the inputs would lead to the desired outcomes, the evidence required to assess progress towards desired results and the available data sources.

Table 3.1: The Results Framework

Impact	Outcome	Output	Activities
High quality of life for all Kenyans	1. Enhanced Coordination on Population Issues	1.1 Improved multi-sectoral networking and collaboration in the implementation of Population Policy for National development	1.1.1 Develop National Coordination Strategy 1.1.2 Hold National and county inter Ministerial Policy Steering Committee meetings 1.1.3 Hold Multi-sectoral population programme coordination committee and TWGs meetings 1.1.4 Update stakeholders information in NCPD online database
		1.2 Improved integration of population variables in development planning	1.2.1 Develop PHE Policy 1.2.2 Develop PHE Strategic Plan 1.2.3 Coordinate mainstreaming of DD and Population dynamics into Development Plans (National, county and annual)
		1.3 Improved decision making on P&D issues	1.3.1 Develop Annual State of Kenya Population reports

Impact	Outcome	Output	Activities
		1.4 Improved participation of population stakeholders in national, regional and international conferences/ meetings/fora	1.4.1 Convene Stakeholders pre and post national, regional and international conferences/meetings/fora
		1.5 Improved support for P&D programme implementation	1.5.1 Develop and publish position papers
		1.6 Improved implementation of population programme at national and county levels	1.6.1 Convene Programme implementers coordination review meetings 1.6.2 Convene County Population Coordinators' Population Programme review meetings
		1.7 Coordinated implementation of the DD roadmap	1.7.1 Develop and disseminate county and sector specific DD guidelines 1.7.2 Advocate for the adoption and implementation of activities identified in the DD roadmap at both national and county levels 1.7.3 Monitor and project population structures at the national and county levels to determine the DD opportunity window 1.7.4 Set county specific targets on CPR and TFR 1.7.5 Hold bi-annual demographic dividend meetings to review the roadmap implementation progress at national and county levels 1.7.6 Develop and disseminate an annual status report on national and county achievement of DD
	2. Enhanced research and Policy development for evidence informed decision making	2.1 Improved availability of Quality data on emerging population issues to inform Policy	2.1.1 Conduct research on emerging population issues 2.1.2 Revise the Research Agenda
		2.2 Revised Population Policy	2.2.1 Convene Policy consultative meetings to feed into the Population policy
		2.3 Strengthened capacity to conduct research and analysis	2.3.1 Develop staff and county planning teams capacity in research and analysis
		2.4 Enhanced research and expertise	2.4.1 Establish research partnerships
		2.5 Improved research visibility	2.5.1 Publish NCPD research findings in peer reviewed journals 2.5.2 Develop conference papers for presentation
		2.6 Improved policy environment	2.6.1 Develop and disseminate Policy Analysis Papers 2.6.2 Develop policy briefs

Impact	Outcome	Output	Activities	
	3.Enhanced advocacy for the support of population and development policies and programme	3.1 Increased awareness of population and development issues	3.1.1 Develop and disseminate APE Strategy 3.1.2 Develop Advocacy toolkits 3.1.3 Develop and Disseminate IEC materials for targeted audience 3.1.4 Convene/Participate in public exhibitions/ debates/career days/ fora 3.1.5 Organize launches on newly developed materials and survey results 3.1.6 Establish Parliamentary networks at national and county level 3.1.7 Conduct National and County assembly advocacy meetings 3.1.8 Sensitize administrators at county level 3.1.8 Develop and implement guidelines for identification of population champions 3.1.9 Convene National and county DD roadmap dissemination fora	
		3.2 Increased Partnerships with relevant institutions	3.2.1 Develop Partnership guidelines 3.2.2 Develop and implement PPP projects on P&D 3.2.3 Develop media engagement strategy 3.2.4 Convene media focused fora and support annual media awards 3.2.5 Develop and disseminate curriculum for youth engagement 3.2.6 Coordinate World Population Day celebrations 3.2.7 Coordinate National Leaders Conference on Population and Development	
		3.3 Improved accessibility of information on population and development issues	3.3.1 Library system reactivation 3.3.2 Training on the use of the library management system	
	4 Strengthened institutional capacity	4.1 Improved Service delivery	4.1.1 Prepare MTEF and annual consolidated budgets	4.1.1 Prepare MTEF and annual consolidated budgets
			4.1.2 Undertake Annual statutory audits	4.1.2 Undertake Annual statutory audits
			4.1.3 Implement ERP	4.1.3 Implement ERP
			4.1.4 Develop and implement resource mobilization strategy	4.1.4 Develop and implement resource mobilization strategy
			4.1.5 Develop and implement M& E Framework	4.1.5 Develop and implement M& E Framework
			4.1.6 Develop and implement NCPD procurement and disposal manual	4.1.6 Develop and implement NCPD procurement and disposal manual
			4.1.7 Develop and implement training plan	4.1.7 Develop and implement training plan
4.1.8 Review and implement NCPD Staff Salary structure			4.1.8 Review and implement NCPD Staff Salary structure	
4.1.9 Review and implement organizational structure guidelines			4.1.9 Review and implement organizational structure guidelines	
4.1.10 Undertake mid-year and annual staff appraisal			4.1.10 Undertake mid-year and annual staff appraisal	
4.1.11 Update Assets register			4.1.11 Update Assets register	



Impact	Outcome	Output	Activities
			4.1.12 Develop and implement OSHA policy
			4.1.13 Audit and implement QMS and ISMS standards
			4.1.14 Implement the record management policy
			4.1.15 Develop and implement ICT strategy
			4.1.16 Implement Mwongozo code of governance
			4.1.17 Develop and implement the Corporate communication policy
			4.1.18 Re-establish NCPD through an act of parliament.

4

CHAPTER FOUR

MONITORING AND EVALUATION PLAN

The Monitoring and Evaluation Plan is a key component of the programme design and implementation. The M&E Plan enables tracking of the progress of the programmes and projects and informs decisions on implementation. It will act as a guide on information to be collected by determining the scope of information to be collected, the methodology to be used, when M&E will be done and clearly assign roles and responsibilities.

The Division in charge of M&E will facilitate the implementation of the Plan by coordinating various programme components. This will include coordination of joint field visits to avoid duplication of data collection efforts and meetings with staff and relevant stakeholders to review the indicators and progress of various programmes/projects. There will be routine data analysis and information will be packaged for evidence based decision making.

Monitoring reports will be prepared quarterly and annually. The Division in charge of M&E will be responsible for disseminating an annual M&E report to all stakeholders and coordinating a review of results to assess program performance and make adjustments.

Evaluations will also be undertaken to assess the impact, effectiveness, efficiency and sustainability of long-term and large programmes and projects. The evaluations will take the form of either mid-term, end-term or ex-post evaluation.



Monitoring Plan

OUTCOME/OUTPUTS	INDICATORS	UNIT	BASELINE YEAR	BASELINE VALUE	TARGETS					DATA SOURCE	FREQUENCY	RESPONSIBILITY
					Y1	Y2	Y3	Y4	Y5			
Outcome 1: Enhanced Coordination on Population Issues	Percentage of national/countries coordination forums	%	2017/18	12.5	12.5	14	44	48	51	Progress reports	Bi-annual	DD, PC
Output 1.1 Improved multi-sectoral networking and collaboration in the implementation of PPND	No. of inter-ministerial policy steering committee meetings (National and County)	No.	2017/18	12	12	13	42	46	49	Progress reports	Annual	DD, PC
	No. of multi-sectoral population coordination meetings and TWGs meetings (National and County)	No.	2017/18	1	1	2	36	36	36	PC, progress report	Annual	DD, PC
	No. of annual work plans (national, county & sectoral) that have integrated population variables	No.	2017/18	1	1	1	1	1	1	NWP	Annual	DD, PC
	No. of functional PHE committees	No.	2017/18	2	2	2	28	28	28	CWP	Annual	DD, PC
	No. of functional PHE committees	No.	2017/18	2	2	2	28	28	28	SWP	Annual	DD, PC
Output 1.2 Improved integration of population variables in development planning at national and county levels	No. of Population stakeholder actively implementing population activities	No.	2017/18	0	0	47	47	47	47	Progress reports	Annual PC, progress report	DD, PC
Output 1.3 Improved decision making on P&D issues	No. of stakeholder conferences/ meetings/ fora held (national, regional, international)	No.	2017/18	3	3	6	9	9	3	Population stakeholder's Online Database	Annual	DD, PC
Output 1.4 Improved participation of population stakeholders in programme implementation	No. of position papers developed and published	No.	2017/18	2	2	2	2	2	2	Annual PC, progress report	Annual	DD, PC
Output 1.5 Improved support for P&D programme implementation	No. of Programme implementers coordination review meetings held	24	2017/18	24	24	24	24	24	24	Progress reports	Quarterly	DD, PC
Output 1.6 Improved implementation of population programme at national and county levels	Percentage implementation of the National DD Roadmap	%	2017/18	0	15	30	50	75	100	Progress Reports	Annual	DD, PC
Output 1.7 Coordinated implementation of the DD Roadmap												

OUTCOME/OUTPUTS	INDICATORS	UNIT	BASELINE YEAR	BASELINE VALUE	TARGETS					DATA SOURCE	FRE-QUENCY	RESPONSI-BILITY
Outcome: 2. Enhanced research and Policy development for evidence informed decision making	Percentage implementation of the county specific DD Roadmap	%	2017/18	0	15	30	50	75	100	Progress Reports	Annual	DD, PC
	No. of research studies conducted at NCPD guided by research agenda	No.	2017/18	tbd	tbd	tbd	tbd	tbd	tbd	Desk review	Annual	DD,P&R
	No. of research studies conducted by PSRI guided by research agenda	No.	2017/18	tbd	tbd	tbd	tbd	tbd	tbd	Desk review	Annual	DD,P&R
Output: 2.1 Improved availability of Quality data on emerging population issues to inform Policy	No. of surveys on emerging population issues conducted	No.	2017/18	-	-	1	1	1	1	KDHS KPHC KIBHS SDI MALE INVOLVE- MENT WMS	5years 5years 5years 5years - -	NCPD KNBS KNBS KNBS NCPD NCPD NCPD
	The Revised Population Policy for National Development	No.	2017/18	1	0	0	1	0	0	PPND ASRH Policy Youth Policy Gender Policy KDHS WMS KPHC	18 years 10years 10years 10years 5 years 5years 10 years 5years	NCPD MOH MOYG MOYG KNBS NCPD KNBS
Output: 2.3 Strengthened capacity to conduct research and analysis	No. of staff and county planning officers equipped with skills in research and analysis	No.	2017/18	18	18	20	15	15	15	PC Report	Annual	DD, P&R
	No. of P&D research findings published in peer reviewed journals	No.	2017/18	0	0	1	1	1	1	Progress reports	Annual	DD, P&R
Output: 2.4 Improved research visibility	No. of conference papers developed and presented	No.	2017/18	0	0	1	1	1	1	Progress reports	Annual	DD, P&R
	No. of research dialogue meetings and conversations held	No.	2017/18	0	0	1	1	1	1	Progress reports	Annual	DD, P&R
Output 2.5 Improved policy environment	No. of Policy Analysis papers developed and disseminated	No.	2017/18	0	0	1	1	0	1	Progress reports	Annual	DD, P&R
	No. of policy briefs developed	No.	2017/18	4	4	4	4	4	4	Progress reports	Annual	DD, P&R



OUTCOME/OUTPUTS	INDICATORS	UNIT	BASELINE YEAR	BASELINE VALUE	TARGETS						DATA SOURCE	FREQUENCY	RESPONSIBILITY
Outcome 3: Enhanced advocacy for the support of P&D policies and programme	Percentage of budget allocation towards P&D	%	2017/18	To be determined	tbd	tbd	tbd	tbd	tbd	tbd	MTEF Budgets	Annual	DD, P&R
	Percentage of stakeholders accessing information on population	%	2017/18	0	20	20	20	20	20	20	Annual work plan report	Annual	CICTO
Output 3.1 Increased public awareness on population and development issues	The Advocacy and Public Education Strategy	No.	2017/18	0	0	1	0	0	0	0	Progress reports	5 years	DD, CAPE
	No. of P&D products published by media	No.	2017/18	100	100	712	711	714	713	713	Media programmes, Publications on P&D issues	Annual	DD, CAPE
	No. of advocacy fora held on P&D at National and County levels	No.	2017/18	12	12	12	12	12	12	12	PC/progress reports	Annual	DD, CAPE
	No. of public education fora held on P&D	No.	2017/18	475	475	484	493	493	257	257	PC/progress reports	Annual	DD, CAPE
Output 3.2 Increased Partnerships with relevant institutions	No. of launches and dissemination of newly developed materials and survey results held	No.	2017/18	3	3	2	2	2	2	2	PC/progress reports	Annual	DD, CAPE
	No. of MOUs on population programmes	No.	2017/18	1	1	4	5	8	7	7	Annual PC/work plan report	Annual	DD/CAPE
Output 3.3: Improved accessibility of information on P&D issues	The library management system upgraded	No.	2017/18	0	0	1	0	0	0	0	Annual Work Plan Report	Annual	CICTO
Outcome 4: Strengthened institutional capacity	Proportion of clients satisfied with Council's Services	%	2017/18	75	75	100	100	100	100	100	Customer satisfaction Survey	Annual	DD, P&R
	Enactment of the NCPD Bill	NCPD Bill	2017/18	-	-	1	-	-	-	-	Reports	Once	DCS
	Implementation of ERP (%)	%	2017/18	30	50	70	100	100	100	100	Reports	Quarterly	DDFA, D-DHR, MA, CSCMO
	Level of Compliance of QMS and ISMS (%)	%	2017/18	90	100	100	100	100	100	100	Reports	Annual	MR and ISMS Manager
No. of social media messages disseminated on P&D issues	No.	2017/18	100	100	100	100	100	100	100	100	Online tracker	Annual	CPRO

The Evaluation Plan

The matrix below provides the evaluations that the Council intends to undertake during the implementation cycle of this framework. The purpose, timeline, estimated cost, source of funding and key evaluation partners are also indicated.

EVALUATION PLAN					
2018/19-2022/23					
EVALUATION TITLE:	PURPOSE OF THE EVALUATION	TIMELINE (MONTH, YEAR)	ESTIMATED COST (KSHS.M)	SOURCE OF FUNDING	KEY EVALUATION PARTNERS
EVALUATION OF THE NATIONAL POPULATION PROGRAMME	To assess the impact, effectiveness, efficiency, sustainability of the National Population Programme	2020/21	15	GoK, Other Resources	Beneficiaries, GoK, Development Partners (UNFPA, PRB, WB, USAID, DSW, JPIEGO, JICA, KIPPR, etc), Institutions of Higher Learning
EVALUATION OF NCPD'S STRATEGIC PLAN	To assess the effectiveness, efficiency, of the Strategic Plan of the National Council for Population and Development	2021/22	5	GoK, Other Resources	Beneficiaries, GoK, Development Partners (UNFPA, PRB, WB, USAID, DSW, JPIEGO, JICA, KIPPR, etc)
ICPD REVIEW	To assess the status of implementation of the ICPD PoA in Kenya	2022/23	7.5	GoK/UNFPA	Beneficiaries, GoK, Implementing Partners, UNFPA, UN Agencies, donors and development partners
CPD (2018-2023) END LINE EVALUATION	Summative End-of-cycle evaluation of UNFPA program to assess effectiveness, efficiency, sustainability, assess the programme and generate lessons learned to be used for the next programme cycle	April 2021	7.5	UNFPA Regular resources	Beneficiaries, GoK, Implementing Partners, UNFPA, UN Agencies, donors and development partners



5

CHAPTER 5

Monitoring and Evaluation Data Management and Utilization

5.0 Overview

This chapter presents the sourcing, reporting, dissemination and utilization plan for the data generated through the NCPD monitoring and evaluation system.

5.1 Sources of data

Data for the NCPD monitoring and evaluation system will be generated from the following sources:

- i. Routine monthly, quarterly, and annual reports;
- ii. Field visit reports;
- iii. Research reports (including surveys);
- iv. Reports from government institutions and stakeholders; and
- v. Other monitoring and evaluation systems e.g. NEMIS, DHMIS.

The data availed from the above sources will be captured in a digitized monitoring and evaluation system for ease of processing and access.

5.2 Reporting

Reports from the monitoring and evaluation system will be developed periodically based on need and purpose. Monitoring reports will be developed on a monthly, quarterly, and annual basis based on the monitoring plan. Evaluation reports will be compiled and availed based on the timings stipulated in the evaluation plan.

All these reports will be used for planning, management and review of programmes and projects at all levels.

5.3 Dissemination

Monitoring and evaluation reports will be disseminated through various platforms to ensure wide reach of information to intended users. These platforms include the following:

- i. Meetings e.g. Board, management, stakeholders;
- ii. Workshops and seminars;
- iii. Media e.g. website, social media, newspapers, television;
- iv. Shows and Public Exhibitions;
- v. Conferences;
- vi. Distribution to targeted audiences; and
- vii. Other public forums e.g. barazas.

The monitoring and evaluation reports will be essential for coordination and leadership role on population issues and specifically emerging issues that require attention.

5.4 Utilization

The main purpose of generating monitoring and evaluation reports is to inform decision making for planning and implementation of programmes, projects, and activities. Intended users of the reports are the following:

- i. NCPD;
- ii. Government institutions;
- iii. Development partners;
- iv. Population programme implementers;
- v. Leaders at both national and county levels;
- vi. Research and learning institutions;
- vii. General public; and
- viii. Media among others.

To ensure utilization of the monitoring and evaluation reports by the target audiences, NCPD will undertake an information needs analysis which will be used to tailor reports for the various audiences.

Appendices

Annex I: Indicator reference sheet

INDICATORS	INDICATOR DEFINITION	METHOD / SOURCES	PERSON (S) RESPONSIBLE	FREQUENCY	DATA ANALYSIS	INFORMATION USE
IMPACT:						
Outcome 1: Enhanced coordination and advisory on population issues						
Percentage of national/counties coordination forums	Proportion of coordination forums held at national/county level every year out of the expected 2 per each county and 2 at national level (96)	Minutes of meetings, reports by counties	DD, PC	Bi-annual		Coordination of population programme
Output 1.1: Improved multi-sectoral networking and collaboration in the implementation of PPND						
No. of inter-ministerial policy steering committee meetings	Total count of inter-ministerial committee meetings held at both national and county level	Minutes of meetings, Progress Reports	DD, PC	Annual		Population policy guidance
No. of multi-sectoral population coordination meetings and TWGs	Total count of multi-sectoral population coordination meetings and TWGs meetings convened by NCPD at both National and county level	Minutes of M&E TWG meetings	DD, PC	Annual		Incorporation of population issues in decision making
Output 1.2: Improved integration of population variables in development planning at national and county levels						
No. of annual work plans (national, county & sectoral) that have integrated population variables	Total count of annual work plans at national, county, and sectoral levels that have incorporated population concerns	National, county, and sectoral work plans	DD, PC	Annual		Integration of population variables in planning
No. of functional PHE committees	Total count of PHE committees holding the stipulated meetings	Minutes of meetings, Progress reports	DD, PC	Annual		Increased integration of PHE approaches
Output 1.3 Improved decision making on P&D issues						
No. of Annual State of Kenya Population reports developed	Total count of Annual State of Kenya Population reports developed	Progress reports	DD, PC	Annual		Policy and programme decision making on population issues
Output 1.4 Improved participation of population stakeholders in programme implementation						
No. of population stakeholders actively implementing population activities	Total count of population stakeholders that are implementing population and population related activities	Population stakeholders online database	DD, PC	Annual		Implementation of population programme

INDICATORS	INDICATOR DEFINITION	METHOD / SOURCES	PERSON (S) RESPONSIBLE	FREQUENCY	DATA ANALYSIS	INFORMATION USE
No. of stakeholders conferences/ meetings/ fora held (national, regional, international)	Total count of stakeholders conferences/ meetings/ fora held at national, regional or international level	Progress reports	DD, PC	Annual		Promotion of population and development agenda
Output 1.5 Improved support for P&D programme implementation						
No. of position papers developed and published	Total count of position papers developed and published	Progress reports	DD, PC	Annual		Improved support for P&D programme implementation
Output 1.6 Improved implementation of population programme at national and county levels						
No. of Programme implementers coordination review meetings held	Total count of Programme implementers coordination review meetings held	Progress reports	DD, PC	Annual		Implementation of population programme
Output 1.7 Coordinated implementation of the DD Roadmap						
Percentage Implementation of the National DD Roadmap	Numerator: No. of projects/activities implemented by MDAs Denominator: Total no. of proposed projects/activities in the National DD Roadmap	MDA reports	DD, PC	Annual	Desk review of MDA reports	To determine pace of implementation of DD activities at National level
Percentage Implementation of the County specific DD Roadmaps	Numerator: No. of projects/activities implemented Denominator: Total no. of proposed projects/activities in the DD Roadmap	County reports	DD, PC&A	Annual	Desk review of County reports	To determine pace of implementation of DD activities at county level
OUTCOME 2: Enhanced research and Policy development for evidence informed decision making						
No. of research studies conducted at NCPD guided by research agenda	Total count of research studies conducted at NCPD guided by research agenda	Research reports	DD, P&R	Annual	Desk review of survey reports	To determine pace of implementation of research agenda
No. of research studies conducted by PSRI guided by research agenda	Total count of research studies conducted by PSRI guided by research agenda	Research reports	DD, P&R	Annual	Desk review of survey reports	To determine pace of implementation of research agenda
OUTPUT 2.1: Improved availability of Quality data on emerging population issues to inform Policy						
No. of surveys on emerging population issues conducted	Total count of surveys on emerging population issues conducted	Survey reports	DD, P&R	Annual		Guidance on population issues
Output: 2.2 Revised Population Policy						
The Revised PPND	Existence of a revised PPND	Policy analysis/ review	DD P&R	5 – 10 years	Desk review	Guidance on population issues
OUTPUT 2.3: Strengthened/improved capacity to conduct research and analysis						

INDICATORS	INDICATOR DEFINITION	METHOD / SOURCES	PERSON (S) RESPONSIBLE	FREQUENCY	DATA ANALYSIS	INFORMATION USE
No. of staff and county planning officers equipped with skills in research and analysis	Total count of staff and county planning officers equipped with skills in research and analysis	Training report	DD P&R/DD HRM&A	Annual	Training Needs Reports	Enhanced capacity for research and analysis
OUTPUT 2.4 Improved research visibility						
No. of P&D research findings published in peer reviewed journals	Total count of P&D findings published in peer reviewed journals	Website/ Reports	DD P&R	Annual	Desk review	Structured dissemination of P&D research analysis
No. of conference papers developed and presented	Total count of NCPD conference papers developed and presented	Progress Reports	DD P&R	Annual	Desk review	Structured dissemination of P&D research analysis
No. of research dialogue meetings and conversations held	Total count of research dialogue meetings and conversations held	Progress Reports	DD P&R	Annual	Desk review	Structured dissemination of P&D research analysis
Output 2.5 Improved policy environment						
No. of Policy Analysis papers developed and disseminated	Total count of Policy Analysis papers developed and disseminated	Progress reports	DD P&R	Annual	Desk review	Guidance on population issues
No. of policy briefs developed	Total count of policy briefs developed	Progress reports	DD P&R	Annual	Desk review	Guidance on population issues
Outcome 3: Enhanced advocacy for the support of population and development policies and programmes						
Percentage of budget allocation towards P&D	Numerator: Budget allocation on P&D annually (Year 1&2- NCPD budget Yr 3-5-population related areas in public sector budget) Denominator: Total Public Sector Annual budget allocation	MTEF Budget	DD/CAPE	Annual	Desk review	Track the allocation of resources for P&D programmes
Percentage of stakeholders accessing information on population	Numerator=No. of stakeholders accessing information on population Denominator=Total no. of population stakeholders	Online activity tracking	DD/CAPE	Annual		To assess visibility of population programme
Output 3.1: Increased public awareness on population and development issues						
The Advocacy and Public Education Strategy	Existence of Advocacy and Public Education Strategy	Progress Reports	DD-CAPE	5 years		To guide in advocacy on P&D issues
No. of P&D products published by media	Total count of P&D products published by media	Electronic and print media	DD-CAPE	Annual		To track extent of public awareness on P&D issues

INDICATORS	INDICATOR DEFINITION	METHOD / SOURCES	PERSON (S) RESPONSIBLE	FREQUENCY	DATA ANALYSIS	INFORMATION USE
No. of advocacy fora held on P&D at National and County levels	Total count of advocacy fora for opinion leaders held on P&D at National and County levels	Progress Reports	DD-CAPE	Quarterly	Desk review	To influence support on P&D funding and programme
No. of public education fora held on P&D	Total count of sensitization fora, public exhibitions, debates, drama and music festivals, career days, media focused fora held on P&D	Progress Reports	DD-CAPE	Annual		To increase awareness on P&D issues
No. of launches and dissemination of newly developed materials and survey results held	Total count of launches and dissemination of newly developed materials and survey results held	Progress Reports	DD-CAPE	Annual		To increase awareness on P&D issues
Output 3.2: Increased Partnerships with relevant institutions						
No. of MOUs on population programmes	Total count of MOUs signed on population programmes	Reports	DD-CAPE	Annual		To mobilize technical and financial resources for population programmes
Output 3.3: Improved accessibility of information on population and development issues						
The upgraded library management system	A functional library management system in place	Progress report	DD-CAPE	Annual		To provide system for archiving information on P&D issues
Outcome 4: Strengthened Institutional Capacity						
Proportion of clients satisfied with Council's Services	Numerator: Number of clients reporting satisfaction Denominator: Total number of respondents in the customer satisfaction survey	Customer satisfaction survey	DD P&R	Annual	SPSS	To improve service delivery
Enactment of the NCPD Bill	Gazettement of the NCPD Act	NCPD Act	DG/DCS	Once	Parliamentary proceedings	To provide NCPD with legal authority to carry out its mandate in coordination and monitoring population issues
Implementation of ERP (%)	Numerator: No. of staff using ERP Denominator: Total no of staff	User interface tracker	CICTO	monthly	count	To increase efficiency
Level of compliance of QMS and ISMS (%)	Numerator: No. of reports with findings of conformity with procedures Denominator: Total no of reports	Audit reports	MR & ISMS Manager	Annual	Count	To increase efficiency and effectiveness in service delivery
No. of social media messages disseminated on P&D issues	Total count of social media messages on P&D issues disseminated	Online tracker	CPRO	Annual	Count	To improve NCPD visibility

Annex 2: National Population and Development Indicators

No.	Indicator	Indicator definition	Unit of measure	Baseline 2017/18	Targets			Data source	Frequency	Responsible party
					2020	2025	2030			
IMPACT INDICATORS										
1	Life expectancy at birth	The average number of years that a newborn could expect to live, if he or she were subject to the age-specific mortality rates of a given period.	Years	60	61	62	64	KDHS, Census	5 years, 10 years	KNBS
2	Population	Number of people in Kenya disaggregated by region, rural/urban, gender and population sub groups	Number (Millions)	47	50	55	60	Census	10 years	KNBS
3	Natural population growth rate	The total number of births minus total number of deaths per 1000 of the population	Percentage	2.3	2.0	1.7	1.5	Census	10 years	KNBS
4	Median age	The age that divides a population into two numerically equal groups	Years	18	20	27	28	Census	10 years	KNBS
5	Labour force	Labour force consists of everyone of working age (typically above 15 years) and below retirement (around 65) who are participating workers, that is people actively employed or seeking employment	Number (Millions)	26	30	34	39	Census	10 years	KNBS
6	Dependency ratio	Dependency ratio is the ratio of dependents (Children 0-14 years old and older persons over 65 years) to the working-age population (15-64 years old).	Percentage	75	66	60	54	Census	10 years	KNBS
7	Total fertility rate (TFR)	The number of children a woman would have the end of her reproductive period at the current age specific fertility rates (disaggregated by region, rural/urban, education level).	Number	3.9	3.4	3.0	2.6	Vital registration, Census, KDHS	1-10 years	KNBS, Registration of Persons
8	Crude birth rate (CBR)	Total number of live births per 1,000 of the population per year.	Ratio	34	30	26	23	KDHS, Census	5, 10 years	KNBS
9	Teenage pregnancy	Percentage of women age 15-19 who have had a live birth or who are pregnant with their first child and percentage who have begun childbearing	Percentage	18	12	10		KDHS, Census	5, 10 years	KNBS
10	Crude death rate (CDR)	Total number of deaths divided by the total population for a year and multiplied by 100,000.	Ratio		10	9	8	KDHS, Census	5 years, 10 years	KNBS
11	Maternal Mortality Rate (MMR)	Number of maternal deaths per 100,000 live births	Number	362	350	250	200	KDHS	5 years	KNBS
12	Infant Mortality Rate (IMR)	Number of children who die before the first birthday per 1,000 live births	Number	39	38	31	35	KDHS	5 years	KNBS

No.	Indicator	Indicator definition	Unit of measure	Baseline 2017/18	Targets			Data source	Frequency	Responsible party
					2020	2025	2030			
13	Under Five Mortality Rate (U5MR)	Number of children who die before the fifth birthday per 1,000 live births	Number	52	62	55	48	KDHS	5 years	KNBS
OUTCOME INDICATORS										
14	Contraceptive prevalence rate (CPR)	Proportion of currently married women aged 15-49 years who are currently using a contraceptive method at the time of survey	Percentage	58	61	63	71	KDHS	5 years	KNBS
15	Married women Modern Contraceptive prevalence rate (mCPR)	Proportion of currently married women aged 15-49 years who are currently using a modern contraceptive method at the time of survey	Percentage	56	58	62	66	KDHS	5 years	KNBS
16	All women Modern Contraceptive prevalence rate (mCPR)	Proportion of All WRA who are currently using a modern contraceptive method at the time of survey	Percentage	41	43	45	48	KDHS	5 years	KNBS
17	Proportion of Women with Unmet Need for Family Planning	Proportion of WRA who are not using contraception but who wish to postpone their next birth (spacing) or stop childbearing altogether (limiting).	Percentage	15	13	9	5	KDHS	5 years	KNBS

Annex 4: Program/ Project Evaluation Tool

Program/Project:.....
 Name of Implementing Agency.....
 Reporting period.....

Expected Outcome	Output	Planned Activities	Expenditure	Target for the year	Percentage Achievement	Comments
Outcome 1	Output 1	Activity 1.1				
		Activity 1.2				
	Output 2	Activity 2.1				
		Activity 2.2				
		Activity 2.3				
	Output 3					

Compiled by:

Name.....
 Signature.....
 Date.....

Approved by:

Name.....
 Signature.....
 Date.....

Annex 5: Work Plan Monitoring Tool

Reporting entity/region:						
Reporting period:			Reporting Date:			
Work plan period:						
Strategic Objective	Output	Activities	Target for the period	Achievement	Expenditure	Comments (include constraints)

Complied by:

Name:.....
 Signature:.....
 Date:.....

Approved by:

Name:.....
 Signature:.....
 Date:.....



Annex 6: Performance Contract Monitoring Tool

FORM A									
QUARTERLY PERFORMANCE REPORT									
QUARTER ENDING.....									
PERFORMANCE INDICATORS									
CATEGORY	UNIT OF MEASURE	TARGET FOR CONTRACT PERIOD	QUARTER			CUMULATIVE TO DATE			
			ACTUAL	TARGET FOR QUARTER	VARIANCE (B-C)	ACTUAL	TARGET	VARIANCE	
1		A	B	C	D	E	F	G	
2									
3									
<p>Comments on any variance (Un) favourable, causes and any action taken:</p>									



Annex 7 : Field Monitoring Visit Report Format

Organization /partner	Location	Date of visit	Date of last visit
Purpose of visit (specify the objectives and tasks that were accomplished)			
Persons met			
Name	Title/Organization	Contact	
Methodologies used (Specify data collection methods used such as focused group discussions, interviews, observations, documents review, attach completed checklist if any)			
Program/project implemented	Challenges	Recommended action	
Beneficiaries/Target Group			
Collaborating Partners			
1.			
2.			
Best practices			
1.			
2.			
Sources of Funding			
Members of the visiting team			
Name	Designation	Contact	sign
Reported by			
Name:			
Title:			
Date of report:			
File No.:			



Annex 8: Quarterly and Annual Reporting Formats

This report format will be used by county offices and other functional areas to provide quarterly and annual reports for internal management use.

Executive summary

I) Introduction

II) Planned Activities

This section is used to provide a summary of activities that were planned for the period. This may include activities planned for the period to be carried out by other actors in the area (that came to the attention of NCPD through joint planning activities).

III) Summary of implemented activities

This section provides a summary of activities implemented by NCPD. This may also include key/major activities related to population and development by other agencies (that came to the attention of NCPD through joint review meetings or other means). Work plan and program/project monitoring tools containing summary of activities should be attached as an appendix to this report.

IV) Administrative issues

This section discusses administrative issues under the following headings:

- *Staff issues*
- *Transport issues*
- *Expenditure for the period*

V) Major facilitating factors

These sections discuss major factors that facilitate the achievement of planned activities or promoted achievement of population and development objectives in the area during the period.

VI) Key constraints

This section discusses key constraints that created impediments to the achievements of the program for the period under the following subheadings:

- *Operational*
- *Programmatic*

VII) Plans for the coming period (quarter, year)

Key activities to be performed by NCPD and other actors over the coming period should be discussed in this section. A draft summary work plan should be included as an appendix to this report.

VIII) Conclusions and recommendation

This section provides conclusions and recommendations on the way forward.

APPENDICES:

1. Table of activities and achievements for the period.
2. Table of expenditures for the period
3. Draft summary work plan for the coming period (quarter, year)

Annex 9: NCPD Annual Report Format

This report format will be used by NCPD to provide end of year report to all key stakeholders.

Executive summary

I Introduction

II) Background of NCPD

III) Summary of emerging population issues

These section discuss the trends experienced by and/or any issues that became apparent during the year under review that are relevant to NCPD's objectives and/ or Population Policy.

IV) Summary of key policy objectives and targets

This section presents a summary of key policy objectives and targets for easy reference.

V) Significant achievement during the year

This section presents significant achievements by NCPD and other actors in line with NCPD's strategic and policy objectives. The achievements should include the whole range of results from outcomes, outputs, activities, inputs (resources, funding), new partnerships, e.t.c) Work plan and program/ project monitoring tools may be used to provide summary information and included as an appendix to this report).

VI) Major facilitating factors

This section provides factors that had significant positive impact in the achievement of NCPD's strategic and policy objectives. These may include major political endorsements, improved allocation of funds or major development partner program or support.

VII) Significant challenges

This section presents challenges that presented significant impediments to the realization of NCPD's strategic and policy objectives.

VIII) Are we on track?

This section presents a critical analysis, taking into account all that has happened so far, the programs and resources in place, of whether the country is likely to achieve policy objectives.

IX) Major plans for the coming year

This section should include significant activities planned for the following year. Include major programs, projects, new funding commitments, major conferences, e.t.c. A draft summary work plan should be included as an appendix to this report.

X) Risks and assumptions

This section presents the major risks that may impede on the implementation of initiatives planned for the coming year and key assumptions made.

XI) Conclusions and recommendations

This section presents the conclusions and recommendations on the way forward.

APPENDICES:

1. Summary tables (summary work plan and program/ project monitoring)
2. Draft summary work plan for coming year
3. Major funding sources





National Council for Population and Development

P.O BOX 48994-00100, Nairobi

Tel. 2711711

Website: www.ncpd.go.ke

E-mail: info@ncpd.go.ke

