

# Strengthening Organizational Development Systems to Support M&E Capacity Development

## BACKGROUND

The health sector in Kenya is implementing a wide range of reform initiatives under the new constitution, with increasing citizen demands for better quality health services, accountability, and efficiency in the use of scarce resources. This has intensified the demand for evidence-driven planning and decision making at all levels of health leadership. However, monitoring and evaluation (M&E) systems in the health sector have neither been robust enough, nor adequately resourced to address this need.

At the MEASURE Evaluation PIMA project, we understand that performance in the technical aspects of M&E is greatly enhanced and sustained when supported by interventions that create stronger management systems under dynamic leadership with strong stakeholder engagement. To that end, we seek to strengthen the organizational systems and structures for an effective M&E system by mobilizing stakeholder demand and support for evidence-based planning and decision making.

To reach this, we provide customized technical assistance (TA) in organizational development (OD), combining state-of-the-art knowledge and extensive experience to strengthen management systems and leadership practices in M&E units in the Ministry of Health (MOH), within national health programs, and at county levels. Together, increased capacity of focal individuals and institutions make possible the overall goal of MEASURE Evaluation PIMA, which is to increase individual and institutional technical capacity and resources in Kenya for the identification of data needs and the collection, analysis, and communication of appropriate information to meet those needs.

## KEY ACTIVITIES AND SUCCESSES

At both national and sub-national levels, we work with partners and stakeholders to offer targeted TA in the following broad areas:

- Strengthen the newly established M&E unit in the MOH to play its leadership and coordination role for sector-wide M&E activities



Catherine Mbaire, MEASURE Evaluation



**USAID** | **KENYA**  
FROM THE AMERICAN PEOPLE



**MEASURE**  
Evaluation **PIMA**

- Support the M&E unit to develop tools, guidelines, and approaches for M&E coordination and implementation at national and county levels
- Undertake M&E capacity assessments using the M&E capacity assessment tool (MECAT), which addresses and provides solutions for organizational, leadership, and stakeholder constraints that lead to poor results
- Design responsive capacity development plans to address behavioral, technical, and organizational constraints to improve M&E performance
- Conduct comprehensive stakeholder mapping and alignment to support and advocate for M&E capacity improvements
- Support the MOH to develop guidelines for county-level health sector strategic planning, annual work planning, performance review, and overall M&E coordination
- Support the MOH to develop guidelines for M&E coordination, including secretariat support to stakeholder forums and working groups at the national and county level

At the national level, we are also part of a technical team that designed a wide range of tools and guidelines for counties to use in health sector strategic planning, annual work planning, and annual performance reviews. These tools were first rolled out and applied at the county level in August 2013. During this time, the project supported the development of county health sector strategic plans in nine priority counties. This involved applying best available evidence and proven stakeholder engagement approaches that ensured maximum participation and buy-in for health sector priorities. Each of these counties has identified and prioritized their most critical M&E capacity building needs.

Within individual programs and the counties, we not only led comprehensive M&E capacity assessments but also the design of capacity building plans acceptable to those institutions and their respective partners. Tools have been developed to assess organizational

performance (Organizational Capacity Index [OCI] and the MECAT), which cover capacity constraints in areas of leadership, partnership building, stakeholder coordination, and funding for M&E capacity building.

## KEY STAKEHOLDERS

We work with the **Monitoring & Evaluation Unit** at the **Ministry of Health** to design sector-wide M&E capacity building approaches, tools, and guidelines, and to advocate for M&E investments at all levels.

We also work closely with the heads of key directorates to ensure MOH's leadership support, validate project approaches, and advocate for M&E prioritization at the highest levels of policy discussion. These directorates include the **Directorate of Curative and Rehabilitative Services, Preventive and Promotive Health Services, and Policy and Healthcare Financing**, which also houses the MOH M&E Unit.

We work with **national leaders** of the respective units (health programs) to identify and address their institutional and leadership constraints to M&E strengthening. These units include the **Malaria Control Unit, Community Health Unit, Reproductive Health and Maternal Services Unit, and Department of Civil Registration and Vital Statistics**.

We work with a wide range of M&E partners at both **local and international organizations** through M&E TWGs at national and sub-national levels.

At the sub-national level, we work with the **county leadership** comprised of the Executive Committee Member for Health, the Chief Officer for Health, the County Directors for Health, and key members of the County Health Management Team.

## For more information, see:

[www.measureevaluation.org](http://www.measureevaluation.org) or  
<http://www.cpc.unc.edu/measure/countries/kenya>