



**COUNTY GOVERNMENT OF KILIFI**

**MONITORING AND EVALUATION POLICY**

**NOVEMBER, 2023**

## **FOREWORD**

This model M&E policy presents a prototype County Policy on Monitoring and Evaluation. The model aims to address the existing gaps in M&E practices in county governments and provides a framework that counties can use as a reference point for their policies. The model policy considers the existing gap in legislation and administrative practices with respect to M&E. Some of the gaps are: inadequate planning for the M&E function; uneven and inconsistent quality and scope of routine monitoring; limited coverage and use of evaluations; inconsistent budgeting for M&E. As a result, the county governments, the County Assemblies, and the citizens are not sufficiently informed on the value for money of public investments, the success or failure of public programmes, and the lessons which provide the foundation for reform and development.

It is envisaged that the use of this model policy to formulate policies has the potential to: improve the quality of assessment of public policies and investments through strengthening M&E practices; enable the county governments and other actors to access greater evidence to inform policy, programme and project related decisions; and encourage greater transparency and accountability for the use of public resources. One of its innovations include its proposal that finances for M&E are clearly allocated during budgeting processes.

The adaptation of this model policy to specific contexts of our counties has the potential to: strengthen the quality of assessment of public policies and investments; enable the county governments and other actors to access greater evidence to inform policy, programme and project related decisions; and hold the county governments accountable for the use of resources. one of its innovations include its proposal that finances for M&E are clearly allocated during budgeting processes.

I encourage all of Government, and partners to use this model policy to guide their policy formulation processes.

**H.E Gideon Maitha Mung'aro**

**The Governor**

**COUNTY GOVERNMENT OF KILIFI**

## **EXECUTIVE SUMMARY**

Draft

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**COUNTY GOVERNMENT OF KILIFI**

## **ACKNOWLEDGEMENT**

I would like to acknowledge and give my warmest thanks to those who participated in developing this Model County Monitoring and Evaluation Policy.

Specifically, I acknowledge the State Department for Economic Planning, through the Directorate for Monitoring and Evaluation for spearheading Monitoring and Evaluation in both levels of government.

Secondly, I want to acknowledge the coordinative role of the Council of Governors (COG) in planning and convening the drafting and validation meetings to develop this Policy. The COG also assisted in bringing together the counties to give their input to and validate the Policy.

I want to acknowledge the valuable contributions made by Kenya Institute for Public Policy Research and Analysis (KIPPRA) in developing this model policy. The KIPPRA team led in guiding the development of this valuable work, which will change the Monitoring and Evaluation landscape in the counties.

The Kenya National Bureau of Statistics (KNBS) played a key role in developing relationships between data, monitoring and evaluation and reporting, and their contribution made it possible to complete this important document.

I would also like to give special thanks to the Counties that participate in validation of this Model Monitoring and Evaluation Policy. Your contributions assisted in aligning the document to existing county M&E frameworks.

Without the assistance of the United Nations International Children's Emergency Fund (UNICEF), this work would not have been accomplished. UNICEF's financial, technical and organizational support was immense in developing this model policy.

Lastly, I wish to thank other stakeholders for their valuable contributions in developing this model policy and look forward to its domestication to ensure success of the M&E function across all the forty-seven County Governments.

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**COUNTY GOVERNMENT OF KILIFI**

## Table of Contents

|  |    |
|--|----|
| FOREWORD .....   | 1  |
| ACKNOWLEDGEMENT .....  | 1  |
| ABBREVIATIONS .....  | 3  |
| LIST OF TABLES .....   | 5  |
| LIST OF FIGURES .....  | 1  |
| DEFINITION OF TERMS .....  | 2  |
| 1. CHAPTER ONE: INTRODUCTION .....   | 3  |
| 1.1 Background .....   | 3  |
| 1.2 Rationale for the Monitoring and Evaluation Policy .....                       | 4  |
| 1.3 The Scope of the Policy .....  | 5  |
| 1.4 Formulating the County Monitoring and Evaluation Policy .....                  | 6  |
| 2. CHAPTER TWO: SITUATIONAL ANALYSIS .....   | 7  |
| 2.1 Situational Analysis of Monitoring and Evaluation .....                        | 7  |
| 2.2 Policy, Legal and Institutional Framework for Monitoring and Evaluation .....  | 8  |
| 2.3 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis .....         | 12 |
| 3. CHAPTER THREE: MONITORING AND EVALUATION POLICY OBJECTIVES AND STRATEGIES ..... | 14 |
| 3.1 Vision .....   | 14 |
| 3.2 Goal .....   | 15 |
| 3.3 Objectives of the Monitoring and Evaluation Policy .....                       | 15 |
| 3.4 Guiding Principles .....   | 15 |
| 3.5 Monitoring and Evaluation Policy Strategies .....                              | 16 |
| 4. CHAPTER FOUR: IMPLEMENTATION, COORDINATION AND ROLE OF STAKEHOLDERS .....       | 29 |
| 4.1 Role of State actors .....   | 32 |
| 4.2 Role of Non-State Actors .....   | 32 |
| 4.3 Citizens and the Public .....  | 33 |
| 5. CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING .....                        | 41 |
| 6. CHAPTER SIX: POLICY REVIEW .....  | 42 |
| 7. REFERENCES .....  | 43 |

## **ABBREVIATIONS ACRONYMS**

|               |  |
|---------------|--|
| <b>ACC</b>    | <b>Assistant County Commissioner</b>               |
| <b>ADP</b>    | Annual Development Plan                            |
| <b>AWP</b>    | Annual Work Plan                                   |
| <b>CIMES</b>  | County Integrated Monitoring and Evaluation System |
| <b>CBO</b>    | Community-Based Organization                       |
| <b>CBROP</b>  | County Budget Review and Outlook Paper             |
| <b>CEC</b>    | County Executive Committee                         |
| <b>CECM</b>   | County Executive Committee Member                  |
| <b>CADP</b>   | County Annual Development Plan                     |
| <b>C-APR</b>  | County Annual Progress Report                      |
| <b>CIDP</b>   | County Integrated Development Plan                 |
| <b>CO</b>     | Chief Officer                                      |
| <b>CSO</b>    | Civil Society Organization                         |
| <b>COMEC</b>  | County Monitoring and Evaluation Committee         |
| <b>COMESA</b> | Common Market for Eastern and Southern Africa      |
| <b>COG</b>    | Council of Governors                               |
| <b>DCC</b>    | Deputy County Commissioner                         |
| <b>EAC</b>    | East Africa Community                              |
| <b>FBO</b>    | Faith-Based Organizations                          |
| <b>GIS</b>    | Geographic Information System                      |
| <b>GOK</b>    | Government of Kenya                                |
| <b>ICT</b>    | Information and Communication Technology           |
| <b>IGAD</b>   | Intergovernmental Authority for Development        |
| <b>IGRA</b>   | Intergovernmental Relations Act                    |

|                 |   |
|-----------------|---|
| <b>KIPPRA</b>   | Kenya Institute for Public Policy Research and Analysis |
| <b>KNBS</b>     | Kenya National Bureau of Statistics                     |
| <b>M&amp;E</b>  | Monitoring and Evaluation                               |
| <b>MED</b>      | Monitoring and Evaluation Directorate                   |
| <b>MIS</b>      | Management Information System                           |
| <b>MTEF</b>     | Medium Term Expenditure Framework                       |
| <b>MTP</b>      | Medium Term Plan  |
| <b>NGO</b>      | Non-Governmental Organization                           |
| <b>NIMES</b>    | National Integrated Monitoring and evaluation System    |
| <b>PFM</b>      | Public Finance Management                               |
| <b>PIM</b>      | Public Investment Management                            |
| <b>PMS</b>      | Performance Management System                           |
| <b>SCOMECEC</b> | Sub-County Monitoring and Evaluation Committee          |
| <b>SDGs</b>     | Sustainable Development Goals                           |
| <b>SWOT</b>     | Strengths, Weaknesses, Opportunities, and Threats       |
| <b>TOC</b>      | Technical Oversight Monitoring and Evaluation Committee |
| <b>UNICEF</b>   | United Nations Children’s Fund                          |
| <b>VIMEC</b>    | Village Monitoring and Evaluation Committee             |
| <b>WAMEC</b>    | Ward Monitoring and Evaluation Committee                |

**LIST OF TABLES**

*Table 1: SWOT Analysis*..... 13

*Table 2: Roles of Stakeholders* ..... 34

*Table 3: Committees' Responsibilities*..... 37

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**LIST OF FIGURES**

*Figure 1: Inter-Governmental M&E Structure*.....30

*Figure 2: County M&E Directorate organogram*.....31

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## DEFINITION OF TERMS

**Monitoring:** The systematic and continuous process of collecting, analyzing, and interpreting data and information to track the progress and performance of county programs, projects, and services.

**Evaluation:** The systematic assessment and analysis of the design, implementation, and impact of county programs, projects, and services, often conducted at specific points in time.

**Baseline Data:** The initial data or information collected at the beginning of a program or project against which future progress and changes are measured.

**Indicators:** Quantitative or qualitative variables that are used to measure changes or progress toward specific goals and outcomes.

**Outcome:** The intended or actual result or impact of a program, project, or service on beneficiaries or the community.

**Output:** The specific products, services, or deliverables produced or provided because of a program or project's activities.

**Input:** The resources, including human, financial, and material, allocated to support program or project activities.

**Stakeholder:** Any individual, group, organization, or community that has an interest or is affected by county programs, projects, or services.

**Data Collection:** The process of gathering information, either through surveys, interviews, observations, or other methods, to generate relevant data for M&E purposes.

**Reporting:** The process of communicating M&E findings and results to relevant stakeholders, often through written reports, presentations, or dashboards.

**M&E Plan:** A document that outlines the objectives, methods, responsibilities, and timelines for M&E activities within a program, project, or policy.

**Mid-Term Review:** A comprehensive assessment of progress and achievements conducted midway through the implementation of a program or project.

**Performance Management:** The systematic process of setting performance targets, monitoring progress, and taking corrective actions to improve program or project performance.

## **1. CHAPTER ONE: INTRODUCTION**

### **1.1 Background**

- 1) The County Governments were established with the 2010 Constitution of Kenya, and they have been in existence in Kenya for over a decade. Under Schedule Four of the constitution, certain functions were devolved to the counties. One of these devolved functions is monitoring and evaluation, which involves tracking and reporting on the implementation of county government policies, programmes, and projects. The goal is to make decision based on evidence.
- 2) The national government created the County Integrated Monitoring and Evaluation System (CIMES). This system is a replica of the National Integrated Monitoring and Evaluation System (NIMES), which is a nationwide framework for monitoring and evaluation. CIMES is designed to guide the operationalization of M&E at the county level, ensuring consistency and effectiveness in the monitoring and evaluation processes across counties.
- 3) Given the importance of monitoring and evaluation, there was a need for a policy and legal framework to guide M&E activities in the County.
- 4) The foregoing background is the context within which a desire has arisen to transition from the hitherto ad-hoc management of monitoring and evaluation to a more substantive policy framework. This transition is intended to rationalize existing measures and identify new ones to promote monitoring, evaluation and learning for sustainable development.
- 5) This Kilifi county M&E policy aims to provide guidance for implementing the County Integrated Monitoring and Evaluation System (CIMES). The premise behind CIMES is that Monitoring and Evaluation can only be sustainable if there is a sound policy and legal framework. The policy framework will enhance the ability of the M&E system to refine data collection and reporting mechanisms as well as assessment of the results from activities and other development interventions in Kilifi County and more specifically institutionalize the role of M & E directorate

- 6) The Policy reflects County's Government's commitment to ensuring accountability for development results; defines mechanisms for measuring the efficiency and effectiveness of public policies, programmes and projects; creates channels for effective feedback on policy implementation to support efficient resource allocation; facilitates transparency and allows citizens and development stakeholders to appraise results; and aligns with the goals of the County Integrated Development Plan, sustainable development goals (SDGs), Kenya Vision 2030, and other development plans.
- 7) The policy outlines the roles and responsibilities of various stakeholders, including public sector institutions, civil society, the private sector and development partners. The policy emphasizes the importance of tying together information producers and users within a coherent system. It also sets the framework for effective management for development results at all levels.

### **1.2 Rationale for the Monitoring and Evaluation Policy**

- 8) **This M&E policy is expected to strengthen the implementation of the Constitutional provisions on M&E in Kilifi County.** The constitution of Kenya provides the basis for monitoring and evaluation as an important part of operationalizing government activities to ensure that transparency, integrity, and accountability principles are embraced in resource allocation and management at devolved levels of Government. The scope of Monitoring and Evaluation is derived from the provisions related to planning under articles 10, 56, 174, 185, 201,203 and 225, 226, 227, 232 of the Kenya Constitution.
- 9) **The Kilifi County M&E policy is also fundamental in alignment of the diverse legal and regulatory provisions on M&E as outlined in laws of Kenya.** These include the County Governments Act No. 17 of 2012 which in Section 108 (1) states "There shall be a five-year CIDP for each county which shall have: (a) clear goals and objectives; (b) an implementation plan with clear outcomes; (c) provisions for monitoring and evaluation; and (d) clear reporting mechanisms. A monitoring and evaluation section is currently included in Chapter 6 of the CIDP which outlines how county programmes and projects are monitored and evaluated. In addition, Section 104 of the Public Finance Management Act 2012, defines the responsibility to monitor, evaluate and oversee the management of public finances and

economic affairs of the county government, including the monitoring of the County Government's entities to ensure effective management of their funds, efficiency and transparency and, in particular, proper accountability for the expenditure of those funds; and reporting regularly to the county assembly on the implementation of the annual county budget.

- 10) The M&E Policy will aid in tracking the implementation of other government policies and initiatives, such as County Integrated Development Plan (CIDP), Kenya Vision 2030, and the Sustainable Development Goals (SDGs). The policy is intended to serve as the basis for establishing M&E systems and processes that span the entire government. It guides the integration and implementation of M&E practices across various sectors and involves multiple stakeholders. In turn, accurate and documented M&E information/data will play a critical role of reviewing, scaling up, or discontinuing policies, programmes or projects that deviate from achieving targeted results.
- 11) The Kilifi County M&E Policy seeks to strengthen the practice of M&E by promoting a culture of M&E, enhancing technical and managerial competencies, addressing reporting delays, and ensuring adequate financial resources for M&E activities.
- 12) The Policy will enhance the basis for decision making within the county government, including the County Assembly, Governor, County Executive Committee Member (CECM), and County agencies. It will facilitate evidence-based public policy and programmatic decisions and strengthen accountability regarding Kilifi County government policies and programmes. This will ultimately improve the confidence of the citizens in the capability of the County Government to systematically hold County Departments to account for achieving results based on reliable information.

### **1.3 The Scope of the Policy**

- 13) The Policy shall apply to all institutions in the public sector within Kilifi County and other actors that partner with the County government in implementation of public policies, programmes and projects. These include national government departments at the county level, County Corporations and agencies, municipalities and other non-state actors such as:

Civil Society Organizations (CSOs), Community Based Organizations (CBOs), Faith Based Organizations (FBOs) among others.

#### **1.4 Formulating the County Monitoring and Evaluation Policy**

- 14) The development of this Kilifi County M&E policy followed a highly consultative process which was open, inclusive, and participatory involving all county departments, the Monitoring and Evaluation Directorate (MED), the Kenya National Bureau of Statistics (KNBS), the Council of Governors (COG) and the Kenya Institute of Public Policy Research and Analysis (KIPPRA). The draft policy framework was subjected to internal review and validation. The process began by conducting a county needs assessment which formed the basis for this policy development.
- 15) The drafting team undertook desk reviews on several documents, that is Kenya Constitution, the Public Finance Management (PFM) Act 2012, the National Monitoring and Evaluation Policy, 2022, County Integrated Monitoring and Evaluation System (CIMES) guidelines among others. Discussion provided additional inputs or amendments during the drafting process. The draft Monitoring and Evaluation policy that was later subjected to stakeholder validation.

## **2. CHAPTER TWO: SITUATIONAL ANALYSIS**

### **2.1 Situational Analysis of Monitoring and Evaluation**

- 16) The Constitution of Kenya 2010 necessitates county governments to undertake planning, budgeting, implementation and monitoring and evaluation functions within the county. The County Sectoral Plans, County Spatial Plans, Cities and Urban Areas Plans, County Integrated Development Plan, County Performance Management Plans, County Fiscal Strategy Paper, ADP, CBROP and CIDP guidelines offer guidance on integrated planning where M&E is a prerequisite.
- 17) While the national government had an existing M&E system (NIMES) the county governments had no existing integrated M&E system 6 years (2018) into devolution. The county was faced with additional challenges of non-implementation and/or non-completion of policies, programmes and projects; limited public and civil engagements at the local level in decision making and providing feedback; and absence of M&E units. This necessitated the introduction of a comprehensive monitoring and evaluation system, CIMES, to: track implementation of CIDP and other plans; provide regular flow of information on implementation of the CIDP and other plans; act as a vehicle for building partnerships not only within county governments but also between national and county governments, the private sector, civil society and development partners; and to assist county government staff in setting up, designing, implementing and sustaining a functional monitoring, evaluation and learning system.
- 18) County Integrated Monitoring and Evaluation System guidelines were introduced in 2013 and revised in 2019 to provide basic principles for designing an effective system for guiding the monitoring and evaluation function in counties. The guidelines have been critical in laying a framework that conforms to international principles, norms and standards in undertaking M&E including promoting accountability, transparency and good governance.
- 19) Despite the deliberate efforts in improving devolved M&E systems, Kilifi county is facing a myriad of challenges including limited skills and capacity in undertaking M&E functions, inadequately coordinated communication and reporting, varied M&E definitions and concepts, low access to reliable and good quality data, limited public and civic engagement

in M&E processes, underutilization of M&E outputs in promoting evidence based planning, absence of a policy and legal framework to support M&E, low implementation of the national capacity building program, weak linkages between CIMES, NIMES and national plans, weak M&E culture in Kilifi County , and political interference.

## **2.2 Local Context**

- 20) The County M&E functions are domiciled and coordinated at the division of Economic Planning under the Monitoring and Evaluation unit. The county M&E structure is aligned to the County Integrated Monitoring and Evaluation System (CIMES). The unit has 5 designated M&E officers and 15 M&E focal persons distributed across all county departments. The officers oversee M&E activities for the County. Monitoring and Evaluation of the CIDP is done through quarterly Monitoring and Evaluation reports and Annual M&E reports (C-APR).
- 21) Although not all M&E committees have been operationalized, the policy will operationalize the various M&E committees as per the CIMES guidelines namely: The County Monitoring and Evaluation Committee (CoMEC), Technical Oversight Committee (TOC), Sub-County Monitoring and Evaluation Committee (SCoMEC), Ward Monitoring and Evaluation Committee (WMEC) and the village Monitoring and Evaluation committee (VMEC) in a sequential manner based on existing capacity. The committees will participate in developing and validating the CIDP indicator handbooks, review of the M&E policy, tracking and reporting on implementation of various programmes and projects in the CIDP. The committees will also identify and plan for evaluation of various sector specific programmes and projects.

## **2.3 Policy, Legal and Institutional Framework for Monitoring and Evaluation**

### **The Constitution of Kenya**

- 22) The Constitution of Kenya provides the basis for monitoring and evaluation as an important aspect of operationalizing county government functions. It emphasizes the principles of devolution of power, self-governance, participation of the people, checks and balances as the objects of devolution. Service delivery ought to be governed by the principles of



transparency, integrity, access to information, and accountability, which all county governments are required to adhere to. These principles are provided under Articles 10, 35, 56, 174, 185, 201, 225, 226, 227 and 232. These provisions should act as a guide for monitoring and evaluation of county projects, programs, and policies.

### **County Governments Act, 2012**

- 23) The County Governments Act, 2012, Section 3 (1) provides for the promotion, evaluation and reporting on the compliance by county public officers with the values and principles in Articles 10 and 232 of the Constitution. Section 47 requires the counties to design performance management plans to evaluate performance of the county public service and the implementation of county policies. The plan should also provide for annual performance reports, citizen participation in the evaluation of the performance of county government, and public sharing of performance progress reports among others. Section 108 requires County governments to prepare the County Integrated Development Plans (CIDP) which shall provide for an implementation plan with clear outcomes; monitoring and evaluation; and clear reporting mechanisms among others.

### **Public Finance Management Act, 2012**

- 24) In Section 104 of the PFM Act a County Treasury is obligated to monitor, evaluate, and oversee the management of public finances and economic affairs of the county government. Section 126 (1) (c) (iii) and (f) of the Act requires every county government to prepare a development plan in accordance with Article 220 (2) of the Constitution, that includes programs to be delivered with details for each program, measurable indicators of performance where feasible and the budget allocated to the program; and a detailed description of proposals with respect to the development of physical, intellectual, human and other resources of the county, including measurable indicators where those are feasible.
- 25) In section 166 (2) (a) of the PFM Act 2012, an accounting officer for a county government entity shall prepare a report for each quarter of the financial year in respect of the entity containing information on the financial and non-financial performance of the entity.
- 26) The PFM (County Governments) Regulations, 2015 Regulation 129 (1), provides the responsibility for monitoring, evaluation, and reporting. The CECM responsible for matters related to planning shall also set up a system that shall facilitate efficient and effective data

collection, storage and exchange to monitor and report on non-financial performance of the county governments entity, individual programs and projects.

### **Intergovernmental Relations Act (IGRA), 2012**

- 27) Section 8 (f) and (h) of the IGRA, 2012 mandates the National and County Governments Coordinating Summit to evaluate the performance of county governments, monitor the implementation of county development plans and recommend appropriate actions. The Council of Governors under Section 20 (1) (f) provides a forum for receiving reports and monitoring the implementation of inter-county agreements on inter-county projects.

### **Public Finance Management (Public Investment Management) Regulations, 2022**

- 28) Regulation 3 of the PFM (PIM) Regulations provides a legal framework for efficient and effective public investment management that includes implementation, monitoring, evaluation and reporting to ensure value for money and optimal use of public resources. These Regulations exist alongside the Public Investment Management Guidelines, 2019 which provide for tracking results and impact evaluations for public investments.

### **Kenya Vision 2030**

- 29) Kenya Vision 2030 is the long-term development blueprint for Kenya and outlines the country's development goals and strategies for achieving a middle-income, globally competitive, and prosperous nation by the year 2030 in a clean and secure environment. Part of the Vision 2030 framework involves a robust system of M&E to track progress and ensure that the goals and targets are achieved. The vision is implemented through a series of five-year Medium-Term Plans (MTPs). Each MTP outlines specific projects, programs, and policies to be implemented. Progress is monitored and evaluated against these MTPs. At the county level, the counties are required to develop CIDPs in alignment with the national development blueprint and detail how each county will contribute to achieving the goals of Kenya Vision 2030. M&E processes including annual progress reports, mid-term and end-term reviews are applied in the CIDPs to monitor progress towards achievement of the goals.

### **National Monitoring and Evaluation Policy, 2022**

30) The Kenya National Monitoring and Evaluation Policy provides guidance on the establishment and implementation of the Monitoring and Evaluation (M&E) function in all public sector institutions and other partners implementing public policies, programmes and projects at both National and County levels. With respect to monitoring, the policy focuses on outputs and outcomes at project/programme, institutional and administrative levels. It requires that all stakeholders including counties implement the policy with respect to each policy, programme and project being undertaken for the purpose of undertaking monitoring and reporting of progress. With regard to evaluation, the policy focuses on various types of evaluations and recommends provisions for successful evaluation of projects, programmes, policies and service delivery in line with the Kenya Evaluation Guidelines.

### **County Integrated Monitoring and Evaluation System (CIMES) Guidelines, 2019**

The CIMES Guidelines serve to assist county governments to set-up, design, implement and sustain a functional M&E system that tracks county development. CIMES is a tracking system for county development results and performance. It verifies whether the activities of each county's priority project or programme are happening according to planning timelines and targets presented in the CIDP; and whether resources are being used in an effective ~~correct~~ and efficient manner. The CIMES is a replica of the National Integrated Monitoring and Evaluation System (NIMES) that helps the national government track progress towards implementation of vision 2030. **Monitoring and Evaluation Norms and Standards for the Public Sector, 2020**

31) The Norms and Standards, 2020 provide the yardstick for M&E during the planning & implementation phases of public policies, programmes and projects. They also highlight benchmarks for promoting use of M&E information and for effective implementation of the M&E System. The Norms include constitutional provisions, national agenda and international commitments, utility, credibility, impartiality, ethics, independence, participatory and organizational culture. The Standards include measurable results, monitoring plan, evaluation plan and a budget for M&E.

### **Kenya Evaluation Guidelines, 2020**

32) The overall objective of the Guidelines is to ensure evaluations are conducted in an impartial, transparent and participatory manner, based on empirical evidence that is valid and reliable with results being made available to the Public. The guideline contains among others the

Criteria for conducting Evaluations; major types of evaluations in the Public Sector; evaluation classification, evaluation methodology, guiding principles and evaluability assessment; guidance on how to develop an evaluation plan and who should be involved; step by step guide on how to manage an evaluation process; and how quality assurance and assessment will be conducted for Public Sector evaluations.

### **Guidelines/Standards for Preparation, Appraisal, Monitoring and Evaluation for Development Projects, 2020**

- 33) The objective of the Guidelines is to provide guidance in planning, project appraisal, monitoring and evaluation of projects in the Public Sector. The Guidelines outline the standards applicable to all new projects during preparation and appraisal; standards applicable to all new projects during M&E; information required during appraisal of locally administered projects; information required during appraisal of other projects (excluding locally administered projects); and the format to be used to collect information on projects implementation status.

### **Monitoring, Reporting and Evaluation Tools and Templates**

- 34) These are tools and templates that guide monitoring, evaluation and reporting. Counties can leverage on these tools to enhance their M&E functions. They include the Kenya National Evaluation Plan, County Annual Progress Report (C-APR) Guidelines, 2022 and the Annual Progress Report Template.

### **International Framework**

- 35) Kenya is signatory to international development agreements which include the Sustainable Development Goals, the African Union Agenda 2063; and regional strategies of IGAD, EAC and COMESA. These agreements have progress reporting frameworks which require a well-coordinated flow of timely and regular information to support reporting on Kenya's position in implementation of such agreements as well as facilitating peer to peer review.

### **2.4 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

- 36) In developing this policy, it was necessary to assess the context of monitoring and evaluation in Kilifi County by conducting a Strengths, Weaknesses, Opportunities and Threats (SWOT)

analysis. The analysis looked at the internal environment (strengths and weaknesses) and matched it with the external environment (opportunities and threats) to develop a list of strategically significant actions. Consequently, a SWOT analysis for monitoring and evaluation in Kilifi county is presented in Table 1 and thereafter discussions are presented on: (i) how strengths can be used to take advantage of opportunities; (ii) how to take advantage of strengths to avoid real and potential threats; (iii) how to use opportunities to overcome weaknesses; and (iv) how to minimize weaknesses and avoid threats.

**Table 1: SWOT Analysis**

|          | <b>Strengths</b>   | <b>Weaknesses</b>  |
|----------|--|--|
| Internal | <ul style="list-style-type: none"> <li>● Existing legal and regulatory framework to support implementation of the Policy including the Constitution and various Acts of Parliament.</li> <li>● Existing M&amp;E Unit and departmental M&amp;E focal persons</li> <li>● Existence and adoption of M&amp;E structures in the county as per the CIMES guidelines of 2019.</li> <li>● Political goodwill.</li> <li>● Existing M&amp;E tools, templates and guidelines</li> <li>● Existence of GIS Lab</li> <li>● Existence of a statistics unit</li> </ul> | <ul style="list-style-type: none"> <li>● Political interests within the county is likely to affect the implementation of the M&amp;E.</li> <li>● Lack of a clear and common reporting structure for M&amp;E function in the County.</li> <li>● Absence of county policy and legal framework on which M&amp;E activities are anchored on.</li> <li>● Resource constraints-Technical/human, financial and infrastructural resources.</li> <li>● Inadequate baseline data to support implementation of the Policy.</li> <li>● Weak public participation and committee activities in monitoring and evaluation.</li> </ul> |
|          | <b>Opportunities</b>   | <b>Threats</b>   |

|          |   |  |
|----------|---|--|
| External | <ul style="list-style-type: none"> <li>● Willingness of partners to support M&amp;E through financial resources, capacity building etc.</li> <li>● Leveraging on the existing National M&amp;E policy to the to ensure there is no overlap in design of the policy.</li> <li>● Leveraging on existing and emerging technological and infrastructural structures.</li> <li>● The existence of global best practices which are opportunities for learning.</li> </ul> | <ul style="list-style-type: none"> <li>● Fear of accountability and transparency. Perception that effective M&amp;E is a threat to duty bearers.</li> <li>● Low prioritization of monitoring and evaluation at the national government which is emulated at the county.</li> </ul> |
|----------|---|--|

37) There is a need for County to leverage on existing legal and institutional frameworks while establishing and operationalizing M&E structures. The County can capitalize on CIMES to track its development results and performance to ensure projects/programs are implemented according to planned timelines/resource allocations and targets presented in the CIDP. The County could also take advantage of existing opportunities to address the weaknesses and mitigate threats that may affect implementation of the Policy.

**3. CHAPTER THREE: MONITORING AND EVALUATION POLICY OBJECTIVES AND STRATEGIES**

38) The M&E policy strategies shall be guided by the Kilifi county government vision and alignment to the national and county development plans. The M&E policy vision, mission, goal, and objectives to enhance monitoring and evaluation in Kilifi County are:

**3.1 Vision**

39) Better monitoring and evaluation of inputs, outputs, outcomes and impacts of policies, programs and projects to improve development goals.

### 3.2 Goal

40) To institutionalize the practice of M&E in the public sector to enhance the performance of policies, programs and projects for achievement of Kilifi ~~[xxx]~~ county's development goals.

### 3.3 Objectives of the Monitoring and Evaluation Policy

41) The overriding objective of the Policy is to enhance Kilifi County Government's performance, accountability, and impact while providing a structured framework for monitoring, evaluating, and learning from its activities. The Policy aims to enhance the basis for decision making by the county government, the county assembly, and other stakeholders. The strategic objectives of the Policy are to:

- (i) Strengthen capacities in terms of skilled personnel, requisite infrastructure, and policy environment to effectively monitor and evaluate policies, programs and projects at all levels.
  - (ii) Strengthen the policy and legal framework linking planning, budgeting, and M&E.
  - (iii) Promote an M&E culture in the County.
  - (iv) Enhance effective coordination of M&E systems in the county.
  - (v) Promote data management, dissemination, communication and use of M&E findings for improved policies, programs and project performance.
  - (vi) Ensure timely and accurate reporting of progress and results at all levels.
- ~~(iii)~~ — To enhance evidence-based decision making through evaluation of County interventions, results and previous budgets

#### 3.53.4 Guiding Principles

42) The guiding principles reflect the core values of Kilifi county regarding the M&E function and are intended to guide ethical conduct. The following principles – and their sub statements – shall guide M&E function in the county.

- (i) **Accountability:** The M&E findings will be used to demonstrate results realized against the plans and resources utilized.
- (ii) **Credibility:** The data, other evidence and the M&E process used will be reliable and based on industry standards and best practices.
- (iii) **Transparency:** The actors will accurately represent the M&E procedures, data and findings.
- (iv) **Demand driven:** M&E shall start with a clear identification of users and their information needs at all levels (strategic, management and implementation).
- (v) **Inclusiveness:** All stakeholders will be accorded the opportunity to participate in monitoring and evaluation and reporting of development results.
- (vi) **Partnerships:** The M&E process will be open to partnerships and collaboration of county and national governments, development partners and citizenry and external evaluators.
- (vii) **Mainstreaming:** M&E will be integrated in all development policies, programmes, and projects across the county.
- (viii) **Utility:** The information and findings generated from the M&E products shall be timely, accessible, and usable to guide policy and programmatic decisions.
- (ix) **Learning:** The M&E process will adopt the use of best practice and the knowledge gained from M&E shall be used to improve development outcomes; and,
- (x) **Sustainability:** Monitoring mechanisms and systems should adopt sustainable processes including support to capacity development at the county level.
- (xi) **Independence:** Monitoring and Evaluation shall be free from external control and undue influence.

#### **3.63.5 Monitoring and Evaluation Policy Strategies**

43) This sub-section outlines the strategies and interventions aimed at improving monitoring and evaluation in the County. The implementation of the interventions will involve a wide



array of sectors and stakeholders including the public and private sectors. The priority areas of policy intervention are discussed in subsection 3.5.1 through 3.5.6 and include:

### **3.6.13.5.1 Capacity Development (Strengthening M&E Capacities)**

44) The national governments developed the County Integrated Monitoring and Evaluation System (CIMES) guidelines as a replica of National Integrated Monitoring and Evaluation System (NIMES) - a nationwide M&E framework to guide operationalization of M&E at the county level. Even so, the M&E function is associated with low human capacity and technical skills; inadequate financial resources and allocations; inadequate infrastructure; and low utilization of technology and innovation. These factors continue to pose a great threat to development, implementation, and success of the M&E function in the county. The county in collaboration with other stakeholders including the National Government (the National Treasury and Planning), development partners and the County Public Service Management will:

#### **(a) Enhance Human Capacity and Technical Skills:**

- (i) Conduct regular capacity needs assessment through the county Monitoring and Evaluation Directorate
- (ii) Leverage on CIMES guidelines, through the National Capacity Building Framework and other stakeholders to align and guide capacity building efforts.
- (iii) Develop or customize and/or implement the M&E capacity development strategy of the county
- (iv) Develop guidelines under the guidance of the CECM/CO in charge of Economic Planning to align and guide ongoing capacity building interventions.
- (v) Mobilize and provide adequate resources for building appropriate M&E capacity.
- (vi) Employ and/or deploy human resources for M&E commensurate with the requirements of the county Departments– at the county including at the Ward level.

- (vii) Establish and maintain at least one focal person responsible for statistical production, monitoring, and evaluation at each Department/~~Sector~~.
- (viii) Support and implement continuous M&E trainings and skills development of ~~{xxx}~~the County human resources.
- (ix) Implement capacity building in areas of weakness including data collection and analysis; managerial skills in strategic goal setting; management of culture change; and organizational development.
- (x) Promote collaborations and partnerships with educational institutions to offer internship, apprenticeship, curriculum development.

(b) **Enhancing Financial Resources and Allocations**

- (i) Enhance the availability of budgetary resources towards discharging M&E activities and functions of the county.
- (ii) Provide a budget threshold for monitoring activities which shall be at least 2 per cent of the development budget domiciled in Finance and Economic Planning.
- (iii) Budget for the following activities in operationalizing CIMES:
- Capacity building of technical officers.
  - Logistics budget.
  - Acquisition of equipment's and tools
  - Conducting regular project Monitoring visits
  - Sensitization of the County Assembly, and the County Executive.
  - Commissioning and training for the CIMES system computerization (e-CIMES), to manage data entry, aggregation and reporting.
  - Conducting Evaluations in line with the County Evaluation plan

(c) **Improve Physical and ICT Infrastructure:**

- (i) Establish supportive infrastructure to support the M&E function encompassing office space and ICT equipment. Provide required infrastructure for coordination of M&E activities and integrate reliable technology and innovations in promoting efficiency and effectiveness in M&E processes.
- (ii) Promote the use of technology supported M&E integrated systems to improve efficiency, accountability, and transparency.
- (iii) Enhance the use of innovations including, GIS and other mobile Applications.
- (iv) Promote adoption of e-CIMES to facilitate accurate, timely and real-time data for decision making.

#### **3.6.23.5.2 Strengthen the Monitoring and Evaluation Culture**

45) A key foundational component of effective monitoring and evaluation is the M&E culture. The monitoring and evaluation culture encompasses perceptions, underlying assumptions, beliefs, and values, reflected in the degree of support by senior management, people's behavior, and institutional practices, and embedded in policies, guidelines, tools, and procedures. The county has a weak monitoring and evaluation culture, which needs to be addressed and built progressively, to support the inculcation of the M&E practices in all interventions. The weak monitoring and evaluation culture is characterized by: [absence of a county M&E policy], low compliance to monitoring and evaluation policies, low uptake of M&E tools such as the county integrated monitoring and evaluation system (CIMES); low appreciation of the value of the use of M&E; low prioritization of M&E activities; and low awareness on M&E function among the staff and the public. To address the weak monitoring and evaluation culture, the county government in collaboration with other stakeholders will:

- (i) Evaluate current structures, practices, and actions to identify those which are favorable or unfavorable to a M&E culture.
- (ii) Identify and train a monitoring and evaluation champion(s) from the monitoring and evaluation directorate to drive sensitization on M&E activities in the county.

- (iii) Include in the county calendar an M&E sensitization week as done at national and international levels.
- (iv) Organize networking, training and awareness events on monitoring and evaluation for county staffs.
- (v) Conduct awareness campaigns for the public and other actors on M&E
- (vi) Implement the structures and guidelines proposed in the CIMES for monitoring and evaluation functions.
- (vii) Implement supportive organizational incentives by rewarding best M&E performers and sanctioning non-compliance to M&E norms and standards in line with the Public Service Excellence Award.
- (viii) Enhance enforcement of M&E functions in performance contracting
- (ix) Institutionalize M&E functions in all projects, programmes and policies within the county by developing a County Indicator Reference Book.

### **3.6.33.5.3 Build an Effective M&E Coordination Frameworks**

46) A comprehensive monitoring and evaluation system requires a strong linkage between the national and county systems. At both the national and county levels, the M&E system should be able to enhance programme or project performance monitoring and reporting by all development stakeholders that are contributing towards the achievement of the MTP and the CIDPs. Over the years, counties have faced challenges in coordinating the M&E function across decentralized service delivery units, especially for the devolved, shared, and national functions. This is due to: capacity related challenges and non-implementation of functional structures as stipulated in the County Integrated Monitoring and Evaluation System guidelines (CIMES) and others.

The County Monitoring and Evaluation Committee (COMEC) has been ineffective, resulting in the lack of a structured reporting mechanism for stakeholders and development partners to submit project reports. This hampers accountability and negatively affects the quality of Annual Progress

Reports, leading to uninformed development decisions. To address these challenges, the [xxx] County Government, in collaboration with partners, will:

- (i) Establish and operationalize the CIMES structures across all levels, to support the coordination of the M&E function.
- (ii) Enhance sector working group meetings to review the progress of CIDPs, ADP, Sector Plans and other plans.
- (iii) Develop and manage a central repository of all M&E stakeholder reports at the Monitoring and Evaluation Directorate.
- (iv) Support the compilation and submission of the M&E reports to the Monitoring and Evaluation Directorate.
- (v) Facilitate annual progress review meetings that will bring together all stakeholders to engage and deliberate on the Annual Progress Report.

#### **3.6.43.5.4 Strengthen use of M&E Standards in M&E Functions**

47) Policy standards are mandatory actions or rules designed to support and conform to a policy. The standards are meant to stimulate discussion about the proper practice and use of Monitoring & Evaluation among members of the profession, Financiers of Monitoring and evaluation and others interested parties. To ensure full coverage of the public service, the policy recognizes that at one level, there are practices and systems that are government wide, and, at another level, there are systems and practices that are particular to sectors, departments and/entities. The policy ensures that all Institutions are well covered within established M & E practices and systems.

48) The policy will adapt the following Monitoring and Evaluation Standards:

- (i) Measurable Results – the County policies, programmes and projects incorporated into the County Integrated Development Plans should have Specific Measurable Achievable Realistic Time-bound (SMART) output and outcome indicators.

- (ii) Monitoring Plan – the projects and programmes of the county should have a monitoring plan, clearly detailing what is to be monitored, type of data and information required and data collection methods, frequency of data collection and responsibility.
- (iii) Evaluation Plan – the county should prepare an evaluation plan for targeted projects and programmes contained in CIDPs, clearly indicating the purpose, type of evaluation, timelines, partners to be involved and their responsibility.
- (iv) Budget for M&E – the county should allocate adequate funds to implement monitoring and evaluation plans. The budget should be realistic, clear, and responsive to learning and knowledge management.
- (v) Monitoring Annual Work Plans (AWPs)/Annual Development Plans (ADPs) – the county shall undertake continuous monitoring of their AWP and ADPs. In addition, regular field visits to verify project implementation status should be carried out.
- (vi) Reporting on Results – Quarterly and annual reports on projects and programme implementation should be prepared based on output and outcome indicators. The information on progress of implementation should be uploaded into the e-CIMES.
- (vii) Planning for Evaluation – the County should prepare a project and programme evaluation plan in line with Kenya national evaluation guidelines clearly indicating the timelines, purpose, type of evaluation/method of evaluation, scope, design, stakeholders and their roles, communication and dissemination of the findings.
- (viii) Conducting Evaluation – the county should ensure that the evaluation of projects and programme is based on an evaluation criterion and in accordance with the requirements of the Kenya Evaluation Guidelines.
- (ix) Evaluation Report – Projects and programme evaluation report should be well structured with evidence-based findings, lessons learnt and feasible recommendations and approved by the management.
- (x) Dissemination, Communication, and use of Evaluation Findings – the county should ensure that there is an evaluation findings dissemination plan. The evaluation findings

- are packaged and disseminated to all stakeholders while management responses on the evaluation are prepared and shared with responsible officers for action.
- (xi) Documentation of lessons learnt – the county should document lessons learnt with clear indication on how they are to be incorporated into planning and implementation processes.
  - (xii) Storage of Results information – the county should ensure that results information is documented and stored in a central repository (electronic or non– electronic database), updated on a regular basis, readily available and easily accessible for use.
  - (xiii) Communication of Results information – The communication of results information to stakeholders should be guided by the County communication strategy.
  - (xiv) Implementation of recommendations – the county should track the implementation of recommendations from Monitoring and Evaluation reports.
  - (xv) M&E Human Resource – the county should have adequate staff with technical skills to implement the M&E function.
  - (xvi) Institutional structures for M&E – the County should have Directorates/Units to be domiciled within Finance and Economic Planning Department for coordination of the M&E function, operational M&E Committees, and establish partnerships with stakeholders.
  - (xvii) M&E Policy and Guidelines – The M&E function in the a County should be guided by the M&E Policy and relevant guidelines.

### **3.6.53.5.5 Enhance Data Management to Support M&E**

#### **a. Monitoring**

Despite gradual improvements in data management, the adoption and use of e-CIMES and county databases are still weak. The specific areas that need strengthening include: the weak statistical functions encompassing; weak plans to support the capture, processing, analysis, supervision, use and dissemination of monitoring data within each sector; financial constraints; long data production cycles and/or infrequent updates to data; and inadequate synchronization of data to demand. The county government in collaboration with other stakeholders will:

- (i) Enhance operational Monitoring and Statistics Functions to ensure timely, coordinated, quality and representative data production based on performance indicators and sound methodologies.
- (ii) Establish a monitoring and evaluation strategy, which should incorporate indicators from all public investment projects.
- (iii) Establish or enhance a countywide management information system (MIS) to facilitate the capture, processing, analysis and use of monitoring data within each sector, including Departments, Directorates, Sub-counties, and Wards.
- (iv) Employ and/or deploy human resources for monitoring that will be commensurate to the Department/sector requirements.
- (v) Strengthen not only the use but also the linkages between the County Statistics Abstract, the County Indicator Reference Handbook, as well as the Statistics and M&E policies.

#### **b. Evaluation**

Although important for learning, the evaluation function is negatively impacted by weak data management systems, negative culture, and resource constraints among others. There are weak plans to support, conduct, use and disseminate findings from evaluation processes. The county's Departments in collaboration with the Monitoring and Evaluation Unit/Directorate and other stakeholder will:

- (i) Prepare an Evaluation Plan. This plan should include: (a) a description of the various categories of evaluation to be conducted (baseline, mid-term and final, impact evaluations); (b) an outline of methodologies to be used; (c) roles and responsibilities; (d) a dissemination and follow up strategy; (e) work plan; (f) a detailed budget; and (g) TORs for executing agencies.
- (ii) Promote both internal and external evaluations to enhance independence of results.
- (iii) Subject selected public policies, programmes and projects to rigorous independent evaluation so that it can inform planning and budgeting cycle.
- (iv) Set up and manage an evaluation database for the County.



- (v) Enhance evaluation as an important component for learning and improvement in implementation of government interventions.

### **3.6.63.5.6 Strengthen M&E Reporting and Communication**

#### **M&E Reporting**

49) M&E reporting and communication is important to effectively apply information from the function and is done in the context of accountability, performance improvement, decision making and learning. M&E reporting is essential for the county government to: (a) determine the extent to which the CIDP and county programmes/projects are on track and to make corrections accordingly; (b) make informed decisions regarding operations, management and service delivery; (c) ensure the most effective and efficient use of resources; (d) evaluate the extent to which the programmes/project is having or has had the desired impact; and (e) whether new information has emerged that requires a strengthening and/or modification to the project management plan. To support reporting ~~the~~ the M&E directorate shall:

- (i) Design standard tools that can be used by all County departments to collect data and other information used in compiling M&E progress reports.
- (ii) Prepare high quality County quarterly and annual reports, influenced by brief quarterly reports at sector and sub county levels.

Thereafter the CECM responsible for M&E shall:

- (iii) Submit M&E reports to the County Assembly the national and county government coordinating summit on a regular basis, through Sector reports, CIDP, ADP review and COMEC reports.
- (iv) Submit the County M&E progress report to the national entity in charge of planning and M&E by 30th August, according to the NIMES requirements.

50) To fulfil its reporting role, the county government shall adopt the following schedule as proposed in the CIMES guidelines, which involves reporting by committees at the village, ward, sub-county and ultimately at the county level.

(a) Villages, (through the VIMEC) give their reports to the Wards the third day of every quarter.

(b) Wards aggregate their VIMEC results for one week and present their summarized report (through WAMEC) to the Sub-Counties (and their SCOMECE) by the fifth day of the next quarter.

(c) Sub-counties, through the SCOMECE, submit their reports to the County M&E Directorate seventh day after the quarter for which a report is due, following the quarter to which the report is referring.

(d) The County M&E Directorate will thereafter compile the county M&E report for onward submission to TOC and COMECE 30 calendar days after the end of the quarter.

(e) The County government through COMECE secretariat shall compile all quarterly reports into the Annual Progress Report for sharing and dissemination after review by 31<sup>st</sup> July of every year.

### **3.6.73.5.7 Communication Strategy**

51) Effective communication within the M&E framework ensures information sharing among stakeholders such as funders, project managers, staff, and beneficiaries. Communication of M&E results allows stakeholders to hold individuals and organizations accountable for their actions and the outcomes they produce. This transparent reporting fosters trust and confidence in the M&E process. Secondly, effective communication enables organizations to draw valuable lessons from their M&E findings and make necessary adjustments to their strategies. When issues or inefficiencies are identified, open communication facilitates discussions on how to drive improvements. Moreover, clear, and concise communication of M&E results aids decision-makers in allocating resources more efficiently. They can

redirect resources to areas demonstrating strong performance and address deficiencies in underperforming areas, thereby optimizing resource utilization.

52) The County Department responsible for M&E together with other stakeholders shall spearhead the preparation of an M&E Communications strategy. The communication strategy will include:

- (i) Strategies for responsive dissemination of CIMES Products and M&E reports
- (ii) Feedback mechanisms to articulate stakeholders' and beneficiaries' perceptions of the progress made towards the implementation of CIDP.

The county shall:

- (i) Disseminate information to devolved levels.
- (ii) Enhance or facilitate inclusive sensitization, advocacy, and capacity development.
- (iii) Support development of popular versions of policy messages in relevant languages.
- (iv) Embrace innovation and technology to enhance M&E communication.

53) The County M&E Reports (CoMER), should be disseminated through the Citizen Participation Fora and representatives of other groups.

54) The M&E results will be shared using the following channels: written reports, oral presentations, press releases, fact sheets and computer-based presentations. This shall include but not limited to: Smartphone and tablet computer access, Performance Management updates, Performance Dashboards, Open Data Portals - Reporting, Dissemination and Citizen Engagement, Ad hoc analyses (comparison and benchmarking), E-mail, text messages and mobile notification messages, and County websites.

### **3.6.83.5.8 Knowledge Management Policy Provisions**

55) Monitoring and evaluation play a pivotal role in knowledge management to enhance organizational growth and sustainability. In the context of this policy, knowledge management

is defined as the process through which both state and non-state entities create value and enhance their performance by gleaning insights and wisdom from their vast experiences. They subsequently apply this knowledge to enhance the planning and execution of programs and projects. Knowledge management is intricately connected to the improvement of performance and the management of development results. To give effect to the concept of knowledge management concerning monitoring and evaluation information, the county will put in place the following strategies:

- a) The Sector Working Group should consider the recommendations from M&E reports in their programming to foster and inculcate a culture of continuous learning.
- b) Put in place a system of reconciling the performance of programs with budgetary allocations made to them over the course of the year.
- c) Support decision making and understanding of dynamics of different projects/programmes undertaken in the county.
- d) Provide feedback to and from CECM and implementing departments to improve projects/programme design.

56) M&E reports will serve as a fundamental means of sharing and learning from experiences. M&E will support the development and validation of these reports to ensure that stakeholders take ownership. Final evaluation reports will be widely disseminated among both state and non-state entities to inform policy development, decision-making, and future program planning. Reporting systems and tools will enable the documentation of success stories and best practices, fostering knowledge exchange both within and between agencies at the national and devolved levels. The dissemination of M&E reports will occur through various channels, including forums, newsletters, websites, seminars, and conferences.

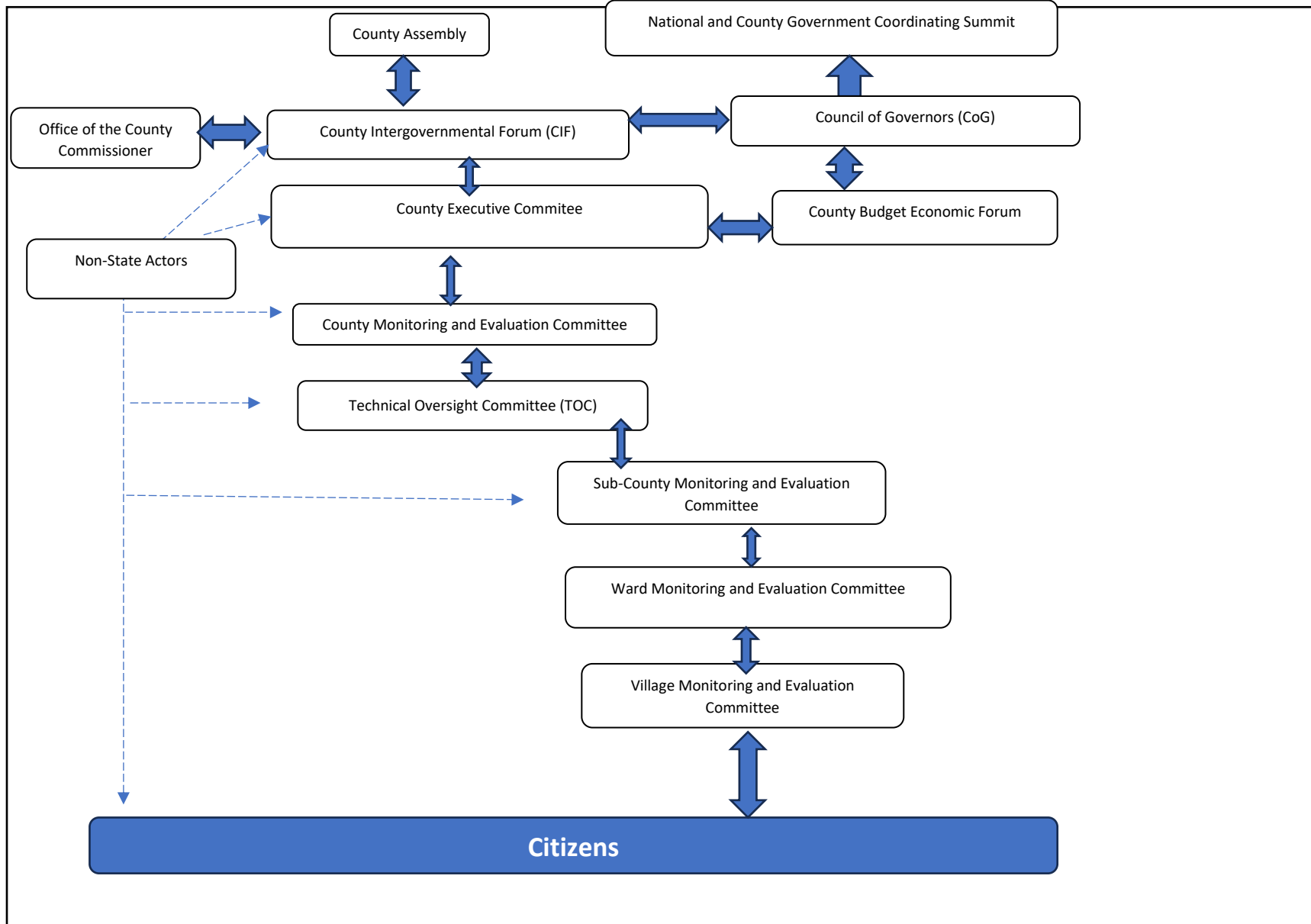
#### **4. CHAPTER FOUR: IMPLEMENTATION, COORDINATION AND ROLE OF STAKEHOLDERS**

This section highlights the coordination structures and roles of the stakeholders in the implementation of this policy. It also highlights the various proposed structures, membership, and roles.

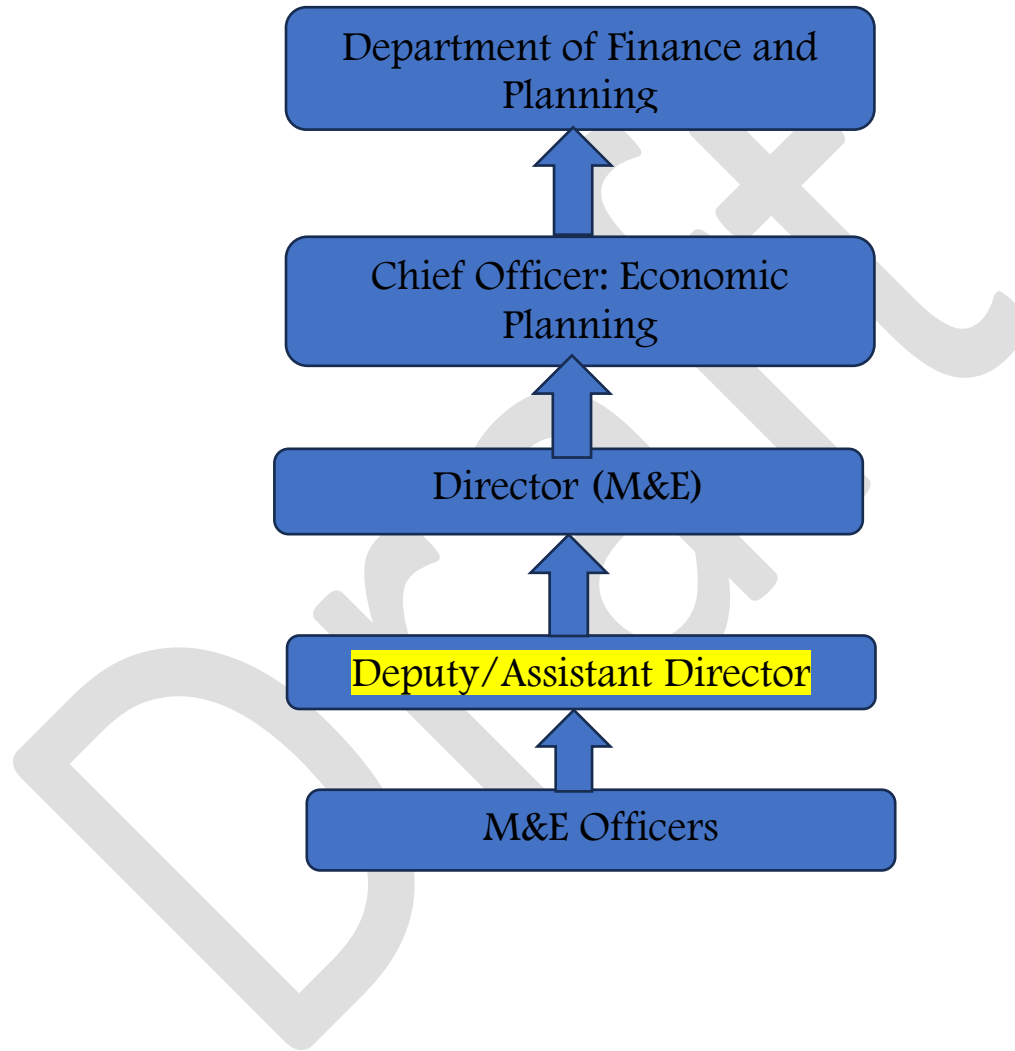
57) The coordination and implementation of the policy will ensure accountability and transparency in the implementation of monitoring and evaluation functions at the county. Monitoring and evaluation has many actors involved. The stakeholders are categorized as state actors and non-state actors. Effective coordination requires that the responsibilities, mandate, and roles of each actor be established and monitored for reporting. Implementation will be pursued through a defined structure for each actor as outlined below.

58) As Figure 1 illustrates, there are many actors involved in M&E activities in the country. Improved coordinate stakeholders that the responsibilities, mandate and roles of each actor and stakeholder be established and monitored by the directorate responsible for Monitoring and Evaluation. Enhanced coordination will be made possible through a defined coordination structure. Implementation of the policy will be overseen by the National and county government coordinating summit which evaluates the performance of the national or county governments and recommending appropriate action, receiving progress reports, and providing advice as appropriate and monitoring the implementation of national and county development plans and recommending appropriate actions as per the Intergovernmental Act of 2012. The M&E structure shall be implemented to the village level through the village monitoring and evaluation committee. Accountability and transparency will be ensured through engagement of the county citizen participation forum.

*Figure 1: Inter-Governmental M&E Structure*



*Figure 2: County M&E Directorate organogram*



#### **4.1 Role of State actors**

59) The Department in charge of monitoring and evaluation function in collaboration with other state actors will align themselves in the implementation of this Policy. In addition, the department will provide the overall county coordination of sectoral and non-state actors initiatives geared towards the implementation of strategies identified in this Policy. Further, the Department, with support from stakeholders will undertake sensitization on the Policy, research, monitoring, evaluation, and annual reporting on the status of monitoring and evaluation in the County. Other state actors, including other departments, shall support the implementation of M&E strategies and activities outlined in the policy. Apart from the monitoring and evaluation directorate in the county, various state actors shall contribute to the successful implementation of M&E functions. These include the County Assembly, the Governor, the County commissioner who is a representative of the national government, Chief Officers representing the different departments among other state actors. In the order to ensure effectiveness in coordination, the M&E structure will undertake their activities as per the CIMES guidelines

#### **4.2 Role of Non-State Actors**

60) Non-state actors play a pivotal role in monitoring and evaluation (M&E) by complementing the efforts of government agencies and international organizations. Their participation in M&E processes brings a diverse range of perspectives, expertise, and resources to the table. Non-governmental organizations (NGOs), civil society groups, academia, and private sector entities often engage in monitoring and evaluating projects and programs, contributing to increased transparency, accountability, and effectiveness. They act as watchdogs, holding governments and institutions accountable for their actions and outcomes. Additionally, non-state actors frequently offer grassroots insights and community-based data that can be instrumental in improving development initiatives. Their involvement fosters collaboration, fosters a more comprehensive understanding of complex issues, and strengthens the overall quality of M&E practices, ultimately leading to more informed decision-making and improved outcomes in various sectors, from public health to education and environmental conservation.



61) The non-state actors include the civil society organizations, development partners, community-based organizations and charitable foundations. Non-state actors will be involved in ensuring accountability and transparency in implementation of M&E activities, advocacy, and capacity building initiatives aimed at improving the M&E culture in the county.

#### **4.3 Citizens and the Public**

62) The county citizens are the beneficiaries of development activities and have the right of receiving information on the status of programme/project implementation vis-a-vis relevant plans and budgets. Such information could be displayed clearly in public places such as outside the offices, on the project sites, in marketplaces and on the web. They will also participate in M&E activities as well as have the responsibility of giving information to other development stakeholders, including alerting M & E Directorate of any successes and failures in various public investment programmes.

*Table 2: Roles of Stakeholders*

| <b>Stakeholder</b>   | <b>Responsibility</b>   |
|--|---|
| County Secretary   | <ul style="list-style-type: none"> <li>• Co-chair of the CoMEC</li> <li>• Responsible for coordination of activities in county government</li> <li>• Personally accountable for ensuring that all county government officers operate as required.</li> <li>• Provide timely and accurate reporting according to the County PMS Policy</li> <li>• Ensure that the Chief Officer responsible for Economic Planning operationalizes the M&amp;E</li> <li>• Function as a tool for delivery of development and services in the county.</li> </ul> |
| Chief Officers in Respective Sectors                                     | <ul style="list-style-type: none"> <li>• Develop sector specific M&amp;E indicators</li> <li>• Oversee preparation of sector M&amp;E reports</li> <li>• Present sector M&amp;E reports to the TOC</li> <li>• Collaborate with M&amp;E Directorate in undertaking sector evaluations</li> <li>• Liaise with sector heads of National government agencies at the county on M&amp;E</li> </ul>   |
| HODs of National Government Agencies of Respective Sectors at the County | <ul style="list-style-type: none"> <li>• Develop sector specific M&amp;E indicators.</li> <li>• Oversee preparation of sector M&amp;E reports</li> <li>• Collaborate with M&amp;E Directorate in undertaking sector evaluations</li> <li>• Liaise with sector heads at the county government level on M&amp;E</li> </ul>  |

|                            |     |  |
|----------------------------|-----|--|
| County Director            | M&E | <ul style="list-style-type: none"> <li>• Prepare departmental M&amp;E reports.</li> <li>• Prepare M&amp;E indicators for the department</li> <li>• Collaborate with other Directorates in undertaking evaluations in their respective departments</li> <li>• Present departmental M&amp;E reports to the SMEC</li> <li>• Coordinate the nomination of Focal persons for M&amp;E in their respective departments</li> </ul>   |
| County Directorate         | M&E | <ul style="list-style-type: none"> <li>• To be headed by a County M&amp;E Director, assisted by the assistant director and several sector M&amp;E officers/Focal persons, each responsible for compilation of M&amp;E data for a number of projects/ programmes of specified departments.</li> <li>• Prepare periodic CIMES performance reports for presentation to CoMEC</li> <li>• Systematically capture lessons learnt from successes, challenges and failures</li> <li>• Has the focal responsibility of monitoring and evaluation functions of the CIDP</li> </ul> |
| Director Economic Planning |     | Ensures that M&E is mainstreamed in county economic planning   |
| Director Statistics        | of  | <ul style="list-style-type: none"> <li>• To provide analyzed data on evaluated policy, projects or programmes</li> <li>• To guide M&amp;E data collection, analysis, storage and reporting.</li> <li>• Liaise with the KNBS office on data management</li> </ul>   |
| CBEF                       |     | <ul style="list-style-type: none"> <li>• Ensures programmes are implemented as per, the CIDP and the Annual Work Plans</li> <li>• Shares its findings with line departments to enhance service delivery</li> </ul>   |
| County Assembly            |     | <ul style="list-style-type: none"> <li>• Ensure enactment of M&amp;E legal frameworks</li> <li>• Receive county M&amp;E reports and reviews for adoption at the county assembly</li> </ul>   |
| GSDU                       |     | <ul style="list-style-type: none"> <li>• Provides timely reporting to the governor on service delivery.</li> </ul>   |

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>● Conducts field visits on service delivery sites and stations to monitor the quality of services given to the citizens.</li> <li>● Monitors service charter to ensure citizen's expectations are met.</li> <li>● Report to M&amp;E directorate on implementation of projects, programmes and policies in Governor's manifesto</li> </ul>  |
| Non-state Actors (such as Development partners, PBOs, FBOs) | <ul style="list-style-type: none"> <li>● Prepare and submit reports on the implementation status of programmes and projects they are implementing in the County to IGF.</li> <li>● Prepare and submit indicators to track programmes and projects they are implementing in the County to IGF.</li> <li>● Support counties through technical assistance and other roles</li> </ul> |
| Citizens  | <ul style="list-style-type: none"> <li>● Participate in county public participation Fora.</li> <li>● Demand and consume M&amp;E reports and findings</li> </ul>   |

**Table 3: Committees' Responsibilities**

| Committee or Forum   | Members  | Responsibilities  | Frequency of Meetings |
|--|--|---|-----------------------|
| County Assembly Committee responsible for Finance & Planning | MCAs   | <ul style="list-style-type: none"> <li>• Receive county M&amp;E reports, review and present to the County Assembly for approval</li> <li>• Authorize the governor to present the report at the summit</li> </ul>  | Quarterly             |
| County Inter-governmental Forum                              | <p>Chair:</p> <ul style="list-style-type: none"> <li>• Governor or Deputy Governor in Governor's absence, or</li> <li>• member of Executive Committee nominated by the Governor (As per the IGRA 2012)</li> </ul> <p>Membership:</p> <ul style="list-style-type: none"> <li>• All Heads of Department of National Government at county level including County Commissioner</li> <li>• County Executive Committee members or their nominees in writing</li> </ul> <p>Convener/secretary:</p> <ul style="list-style-type: none"> <li>• CEC member responsible for finance and economic planning functions at the county level</li> </ul> | <ul style="list-style-type: none"> <li>• Receive, review and endorse M&amp;E reports from CoMEC</li> <li>• Present M&amp;E reports to the County Assembly Committee responsible for finance and economic planning</li> <li>• Give policy directions on M&amp;E at the county level</li> </ul> | Quarterly             |
| County M&E Committee CoMEC.                                  | <p>Co-Chairs:</p> <ul style="list-style-type: none"> <li>• County Secretary and senior representative of the national government nominated by the County Commissioner in writing</li> </ul> <p>Membership:</p> <ul style="list-style-type: none"> <li>• Heads of technical departments</li> </ul>  | <ul style="list-style-type: none"> <li>• Oversee delivery, quality, timeliness and fitness for purpose of M&amp;E reports</li> <li>• Drive service delivery through Results Based Management</li> <li>• Receive, review and approve county and sub-county M&amp;E</li> </ul>                  | Quarterly             |

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|   | <p>of the national government at county level</p> <ul style="list-style-type: none"> <li>• County chief officers</li> <li>• County Assembly Clerk</li> <li>• Court Registrar</li> <li>• Representatives from devolved funds</li> <li>• Technical Representatives managing all other Non-Devolved Funds in the County</li> </ul> <p>Convener:</p> <ul style="list-style-type: none"> <li>• Chief Officer responsible for Economic Planning</li> </ul> | <p>work plans and M&amp;E reports</p> <ul style="list-style-type: none"> <li>• Convening County Citizen Participation fora to discuss M&amp;E reports</li> <li>• Mobilization of resources to undertake M&amp;E at county and sub-county level</li> <li>• Approve and endorse final county indicators</li> <li>• Submission of M&amp;E reports to MED, CIF, CoG, OCOB, CRA and other relevant constitutional institutions</li> <li>• Dissemination of M&amp;E reports and other findings to stakeholders, including County Fora</li> </ul>             |                  |
| <p>Technical Oversight Committees (TOC)</p> | <p>Chaired by:</p> <ul style="list-style-type: none"> <li>• Chief Officer responsible for Monitoring and Evaluation</li> </ul> <p>Membership:</p> <ul style="list-style-type: none"> <li>• Up to 15 technical officers versed in M&amp;E from a balanced group of county departments and non-devolved function department</li> </ul> <p>Convener/secretary:</p> <ul style="list-style-type: none"> <li>• M&amp;E Director</li> </ul>                 | <ul style="list-style-type: none"> <li>• Identify, commission and manage evaluations</li> <li>• Review of the M&amp;E reports</li> <li>• Present M&amp;E reports to CoMEC</li> <li>• Capacity building for M&amp;E</li> <li>• Sets the strategic direction for CIMES</li> <li>• Approves M&amp;E Directorate's work plan and advises M&amp;E Directorate on actions to be taken on various M&amp;E issues</li> <li>• Approves indicator reports for use by CoMEC</li> <li>• Endorses M&amp;E Directorate's reports to be presented to CoMEC</li> </ul> | <p>Quarterly</p> |

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| <p>Sector Monitoring &amp; Evaluation Committees (SMEC)</p> | <p>Chair:</p> <ul style="list-style-type: none"> <li>Co-chaired between a Chief Officer from a relevant county government department and Director from the relevant department of the National government at county</li> </ul> <p>Membership:</p> <ul style="list-style-type: none"> <li>Sector relevant county departments' Chief Officers, equivalent national government representative from that sector and sector relevant CSOs. (The County to define sector as per MTEF)</li> </ul> <p>Convener:</p> <ul style="list-style-type: none"> <li>Chief Officer responsible for the relevant department</li> </ul> | <ul style="list-style-type: none"> <li>Produce sector M&amp;E reports</li> <li>Develop sector indicators</li> <li>Undertake sector evaluations</li> <li>Present sector M&amp;E reports to the TOC</li> </ul>             |                  |
| <p>SCOMECEC</p>   | <p>Co-chair:</p> <ul style="list-style-type: none"> <li>Sub-county administrator and DCC</li> </ul> <p>Membership:</p> <ul style="list-style-type: none"> <li>HODs at the sub-county level, development partners, CSOs etc.</li> </ul> <p>Convener/Secretary:</p> <ul style="list-style-type: none"> <li>Sub-county M&amp;E officer</li> </ul>  | <ul style="list-style-type: none"> <li>Produce sub-county M&amp;E reports</li> <li>Present M&amp;E reports to the TOC</li> <li>Develop M&amp;E indicators</li> </ul>   | <p>Quarterly</p> |
| <p>Ward MEC</p>   | <p>Co-chair:</p> <ul style="list-style-type: none"> <li>Ward Administrator and ACC</li> </ul> <p>Membership:</p> <ul style="list-style-type: none"> <li>HODs at the ward level, development partners, CSOs etc.</li> </ul> <p>Convener:</p> <ul style="list-style-type: none"> <li>Ward Administrator</li> </ul>  | <ul style="list-style-type: none"> <li>Produce ward M&amp;E reports</li> <li>Present M&amp;E reports to the TOC</li> <li>Develop M&amp;E indicators</li> </ul>   | <p>Quarterly</p> |
| <p>Village MEC</p>  | <ul style="list-style-type: none"> <li>As per the village council composition</li> </ul>  | <ul style="list-style-type: none"> <li>Participate in the development of indicators process</li> <li>Participate in monitoring of projects irrespective villages</li> <li>Provide feedback on M&amp;E reports</li> </ul> | <p>Quarterly</p> |

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## **5. CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING**

63) In ensuring strategic control of the policy implementation, information will be collected about the operational processes. The control systems will consist of established standards and methods of measuring performance based on strategies and principles in the policy. For effective monitoring and coordination of the Policy, the directorate in charge of monitoring and evaluation will develop a monitoring and evaluation framework for measuring achievements on implementation of the policy.

64) Monitoring, evaluation, and audit assessment shall be undertaken in accordance with the monitoring framework which shall provide indicators, time frames, costing and financial implications. Quarterly reports, annual reports and mid-year reports will be used to gauge progress and initiate corrective measures.

**6. CHAPTER SIX: POLICY REVIEW**

65) Monitoring and Evaluation Policy was conceptualized as a process rather than an event. Consequently, the M&E policy will be reviewed after every years to take into account any emerging issues on monitoring and evaluation. The County shall encourage continuous improvement and adaptation of policies and practices based on feedback and new developments.

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## 7. REFERENCES

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