



Machakos County

Development Planning and Implementation Policy

June 2021

LIST OF ABBREVIATIONS AND ACRONYMS

Annual Development Plan	ADP
County Development Forum	CDF
County Integrated Development Plan	CIDP
Corona Virus	COVID 19
Sub-County Development Forum	SCDF
Sustainable Development Goals	SDGs
The Sub-County Development Committee	SDC
United Nations Development Program	UNDP
Village Sub-Sector Forum	VSSF
Village Sub-Sector Committee	VSSC
Village Development Committee	VDC
Ward Development Forum	WDF
Ward Development Committee	WDC
Ward Development Fora	WDF

TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYMS.....	i
TABLE OF CONTENTS.....	1
FOREWORD.....	2
ACKNOWLEDGEMENT.....	3
CHAPTER ONE: INTRODUCTION.....	4
1.1 Background.....	4
1.2. Policy Goal, Objectives and Guiding Principles.....	6
1.2.1 Policy goal.....	6
1.2.2 Guiding Principles and Core Values.....	7
CHAPTER 2.0: SITUATION ANALYSIS.....	8
2.1 Introduction.....	8
2.2 Justification of the policy.....	8
CHAPTER 3.0: POLICY DIRECTION.....	10
3.1 Introduction.....	10
3.2. Development Planning and implementation gaps/challenges in Kenya.....	10
3.3 Policy Statements.....	11
3.3.1 Policy Interventions.....	11
3.3.2 Strategies.....	11
CHAPTER 4.0: POLICY IMPLEMENTATION.....	12
4.1 Policy Implementation Framework.....	12
Table 2: Operationalization of Development Fora and Development Committees.....	14
4.2 Policy Implementation structure.....	18
4.4 Financing and facilitation of policy implementation.....	21
CHAPTER 5.0: MONITORING AND EVALUATION.....	21
5.1 Introduction.....	21
5.2 Reporting and Communication.....	22
5.3 Policy review.....	23
ANNEXES.....	23

FOREWORD

The formulation of the Machakos County Development Planning and implementation policy is yet another milestone for my administration in our efforts to achieve faster and targeted development and which is an integral part of the Maendeleo Chap Chap philosophy. In line with the Constitution of Kenya 2010, my administration recognizes that incorporating the voice of the people and all stakeholders is key to true socio-political and economic development.

The threat of pandemics like the Covid-19 on the County economy, citizen involvement and general productivity requires urgent policy action to arrest the potential declines in development. This policy calls for a focused, impactful and coordinated approach to development planning and implementation in this era of reduced public resources.

The implementation of this policy will be a collaborative effort between my administration, all sectors stakeholders. This will include Faith Based Organisations, Non-Governmental Organisations, Civil Society organisations, the private sector, professional associations and the people of Machakos County.

By adopting a comprehensive bottom-up approach starting at the Village Sub-Sector Forum to the County Development Committee, the people of Machakos County have a framework through which their wants and needs will form part of the county's development agenda.

I therefore call for the full implementation of the policy objectives to ensure the desired development results are achieved in all the programs and projects undertaken by my Government and the Development Partners and indeed propel this Machakos County to the first world.

I Thank You.

H.E. DR. ALFRED NGANGA MUTUA
GOVERNOR
MACHAKOS COUNTY

ACKNOWLEDGEMENT

Many dedicated officers contributed time and ideas into the development of this first Development Planning and Implementation policy. However the following deserve special mention:

I wish to greatly appreciate His Excellency the Governor of Machakos County, Dr. Alfred Nganga Mutua, EGH, for his wisdom and inspirational leadership that has greatly influenced tremendous development achievements as well as the trust bestowed on the teams that formulated this policy.

High commendation goes to the policy formulating teams led by the County Executive Committee Members, the County Secretary, the Chief Officers, Chief of Staff, and the technical staff whose dedication and expertise made this document a success.

Special gratitude goes to our Development Partners and the Private Sector for their generous funding and support to our Development initiatives.

Finally, I wish to thank the people of Machakos for their involvement and unwavering support and walking the whole journey with the County Government even as we cope with the devastating shock of COVID-19.

May God Bless You All.

HIS EXCELLENCY ENG. FRANCIS MALITI.
DEPUTY GOVERNOR
COUNTY EXECUTIVE COMMITTEE MEMBER FOR FINANCE AND ECONOMIC
PLANNING

CHAPTER ONE: INTRODUCTION

1.1 Background

The County Government of Machakos is established under Article 176 of the Constitution of Kenya 2010 that created 47 County Governments. Section 116 of the County Government Act No 17 of 2012 requires County Governments to deliver services within its designated area of jurisdiction while observing the principles of equity, efficiency, accessibility, non-discrimination, transparency and accountability; while promoting prudent, economic and sustainable use of available resources. Machakos County covers a surface area of 6037 KM², with a population of 1,421,932 people as of 2019 Kenya Population and Housing Census) who occupy 40 wards, 75 locations and 239 sub-locations.

Since the onset of Devolution, the County has made several initiatives towards Development Planning and implementation. However, despite the efforts resulting into implementation of relatively larger programmes/projects development portfolio in the region, there is need to mitigate the various challenges to make it dynamic enough to function as the engine of economic growth in the region and the Country.

Under Kenya vision 2030, Development Planning and implementation has been identified as the key driver for economic growth in the Country and has an immense potential in job and wealth creation thus improving people's lives being a common goal for the Country, County and development partners across the globe. This blueprint is expected to guide the County's development in all its forms. It will contribute immensely to the realization of its 3 pillars namely social, economic and political on which the Vision seeks to achieve. This is because development planning and implementation is about economic transformation of the County which encompasses the people and the whole process of organizing and preparing individuals and communities to undertake development processes for improved livelihoods in a clean and secure environment. Further, for the county to transition to a newly industrialized, middle level income by 2030, the efforts of all County governments and its stakeholders at all levels of development must be synergized.

Significantly, Development Planning¹ contributes to the realization of social, economic and political development which refers to the well-being and fulfillment of individuals, groups and communities.

The Constitution of Kenya (2010) Chapter 11 Article 174 (f) recognizes the role of devolution as *to promote social and economic development and the provision of proximate, easily accessible services throughout Kenya;*

The UNDP Human Development Report (2010) describes development as the process of *expanding human capabilities and access to opportunities in social, economic and political arenas and therefore the overall improvement in quality of life.* The capabilities lead to long healthy lives, knowledge and access to information and other resources essential for a decent standard of living. Human development takes people as central to the development process and the main actors in the process of improving their welfare.

Since the onset of devolution, the County has made some progress in linking its development agenda with the Sustainable Development Goals (SDGs) through the various sectors in a more integrated and holistic way.

The main challenge experienced in development planning and implementation in Machakos County is the fragmented and uncoordinated sector efforts of the many actors in this field of service delivery. This has resulted to duplication of efforts, overconcentration of development projects in some areas, undirected staff culture in collective service delivery and to a greater extent dependency syndrome with benefits going to some communities at the expense of others and in other cases it led to non-effective use of the available resources.

This Policy is a comprehensive framework that has been prepared to guide the harmonization and streamlining the coordination of the County's programmes and projects among different actors. This policy also recognizes that community development is not and cannot be a mandate of one

¹ Development planning refers to the strategic measurable goals that an organization plans to meet within a certain amount of time; includes time-based benchmarks and the criteria that will be used to evaluate whether or not the goals were actually met.

stakeholder and will guide the coordination, mobilization and management of stakeholders and development organizations in the County.

The policy also recognizes the role played by the community in Development Planning as the direct initiators of development, Resources Mobilization and through participation. Effective community participation in the decision making processes and during implementation leads to ownership which is very vital for effective and sustainable development. It sets out guidelines that will address various challenges identified in the implementation of programmes.

1.2. Policy Goal, Objectives and Guiding Principles

1.2.1 Policy goal

The main goal is to provide a comprehensive framework for the coordination, development, implementation and management of programmes and projects in the County.

The main objective of this policy is to ensure good governance and strengthen wananchi and key stakeholder involvement in identification implementation of programmes and projects in the County.

The specific objectives are:

- a) To set, maintain and ensure standards and professionalism in Development planning and implementation practice.
- b) To ensure programmes and projects are effectively managed within the limitations of Scope, Quality, Resources (Time and Budget) and Risks.
- c) To strengthen monitoring and evaluation of programmes and projects in the County.
- d) To promote effective programmes and projects progress reporting and enhance data collection and management on project planning, development and implementation for the County.
- e) To provide a structure for developed feedback mechanism that ensures inclusive stakeholder involvement and sustainable communication of government achievements.
- f) To review and integrate emerging and cross cutting issues within programmes and projects development and implementation practice.

1.2.2 Guiding Principles and Core Values

The following guiding principles and core values have been considered for Machakos development planning and implementation policy. The policy will apply:

- a) Good leadership and governance: Rely on evidence-based knowledge from observation and scientific/formal assessment and also knowledge from various stakeholders in an open and transparent way;
- b) Accountability: Prudent utilization of locally available community resources
- c) Socio-economic empowerment: The policy focuses on quality and sustainable employment creation.
- d) Legislative Compliance: The policy is well-aligned to the provisions of the constitution and takes into account the legislative requirements of a devolved system of government.
- e) Sustainability: The policy recognizes the need to promote sustainable project development that upholds environmental protection, management and efficient resource utilization.
- f) Inclusion and equality of opportunities: Ensure multi-stakeholder engagement, adoptive learning and continual communications; to promote synergy in the County.
- g) Continuous learning and information sharing: Gather more high quality reliable data for decision making and use this knowledge to set priorities for action and context specific policy choices;

CHAPTER 2.0: SITUATION ANALYSIS

2.1 Introduction

The County Government of Machakos has invested heavily in development programs and projects aimed at transitioning the County from a third world to a first world status. Through the various departmental sectors, the County has been mobilizing resources and conducting public participation to address the priority needs of its people. In addition, civic engagement is done to bridge the knowledge gap on devolved functions, strengthen leadership and governance, and clarify community roles and mandate development.

The Constitution of Kenya, 2010 through the decentralized and devolved resources such as funds from the County governments, Constituency development funds (CDF), Women Enterprise Fund (WEF), Uwezo Fund and Youth Enterprise Development Fund (YEDF), private sector funds for SMEs, business and industry provided by banks/Saccos/microfinance, business associations like KNNCI among others have increased resource allocation to the grassroots (ward level). Through these funds, there have been a lot of programmes and projects implemented in the villages. However the desired engagement and involvement of the communities has not been adequately realized.

Development Planning and implementation is a vehicle of change in a Country. In Machakos County, Development planning and implementation has evolved over time with many stakeholders in the field both state actors and non-state actors. The CIDP and ADP have significantly guided the implementation of projects/programmes in the County. However, the efforts often fail due to many factors which may include; costing too much, taking too long to execute, inadequately thought out projects and specified or simply expected benefits are not delivered, sometimes the implementation of programmes are un-coordinated resulting to minimal impact of these programmes. Currently, the County has no clear guidelines and standards that guide development programmes and projects.

2.2 Justification of the policy

The County has no formal structure of engaging stakeholders and has focused more on internal results and staff performance of the sectors/departments rather than on changes in the welfare conditions of the people. This exposes the County administration into possible situation of losing

touch with its people's needs projects/programmes taking too long to execute within specified or simply expected benefits are not delivered.

There is need to establish a broader interconnectedness among the various sectors of the County, the rest of the Country and the need to engage in dialogue among themselves and with other stakeholders, about the policy frameworks that support high economic performance for rolling back poverty.

Other challenges observed include but not limited to under-costing, inability to adhere to project/programmes timelines, uncoordinated efforts from key stakeholders, **insufficient coordination and collaboration among service providers, inadequate inclusion of special interest groups, citizen apathy, poor learning and feedback mechanisms, inadequate capacity building for community development** among others. These challenges result in low completion rate, poor community ownership, duplication of some projects/programmes, competition for scarce resources and loss of faith by the public about the competence of the government.

Therefore, this policy will mitigate these challenges and bridge the gap between the government and citizenry by guiding planning, monitoring, evaluation, learning through feedback from stakeholder engagement, demonstrate real and meaningful results. It is in view of the above limitations that a policy in Development planning, development and implementation is pertinent.

CHAPTER 3.0: POLICY DIRECTION

3.1 Introduction

The County has not fully and effectively applied participatory planning approach at the community level. The policy seeks to address the participatory approaches² in project planning, development and implementation. The adopted approach is meant to promote effective and efficient identification and implementation of programmes and projects. This will involve embracing of both top-down and bottom-up participatory approaches to ensure the community needs are adequately addressed through their involvement and engagement. This policy will be anchored under of the Office of the Governor (under projects delivery department) and implemented jointly with the department of economic planning.

3.2. Development Planning and implementation gaps/challenges in Kenya

In Kenya, many programmes and projects undertaken by various Government institutions have been dubbed as “White Elephants” due to the fact that majority have stalled mid-way, and those that have been completed, have been done so at an exorbitant cost. This is as a result of a change in scope of the project during the implementation process. That is, more and more ideas are incorporated into the project, resulting in higher costs and late delivery. This is observed in both the National and County governments.

The challenges facing the National and County governments in project planning, development and implementation include; political interference, lack of proper stakeholder engagement, lack of project planning and implementation skills while programmes and projects not linked to the planning tools and overall institutional goals among others. The County is not unique to the above mentioned challenges.

Development Planning and implementation requires multi-sectorial knowledge to achieve desired outcomes. Programmes and projects in Machakos County are managed by each sector/department which is in-line with the County’s overall goal guided by the Governor’s Manifesto, CIDP and ADPs. The department of economic planning together with the department of project delivery and M&E shall oversee the implementation of this policy since they are charged with tracking the

² Participatory approaches are tools used by development practitioners to ensure communities participate in development decision making process.

implementation of flagship programmes and projects, oversees general project planning and reporting of all County projects/programmes.

3.3 Policy Statements

The County shall promote and facilitate the application of participatory approaches in programmes and projects development. This will be realized through the following policy interventions and strategies³.

3.3.1 Policy Interventions

- a) Enhance the application of participatory approaches in programme and project development in the County.
- b) Enhance the involvement and inclusion of the necessary stakeholders in programme and project development decision making processes.
- c) Create awareness, enforce and build capacities for the stakeholders on participatory approaches.
- d) Mobilize adequate resources for stakeholder participation in development processes.
- e) Ensure that departments provide respective budget for stakeholder engagement in Development Planning and implementation.
- f) Consistent reporting of government achievements,

3.3.2 Strategies

To realize the desired objectives of this policy, a number of strategies are to be pursued, including the following:

- a) Strengthening the linkages between policy formulation, planning, monitoring and budgeting (Linking development agenda to the existing plans) through sector coordination;
- b) Building adequate human resource capacity through targeted capacity building and guided skills upgrading in the County.
- c) Strengthening stakeholder engagements and feedback mechanisms in the County, at all levels.
- d) Strengthening sustainable communication of government achievements,

³ Interventions are formalized and monitored, aimed at a known need. A strategy, on the other hand, can be informal and isn't always tracked.

CHAPTER 4.0: POLICY IMPLEMENTATION

4.1 Policy Implementation Framework

The County Government of Machakos envisages a coordinated approach to planning (project identification and prioritization), implementing and monitoring (tracking progress and functionality) of development projects which includes involvement of key stakeholders at all levels, starting from village, ward, sub-county and County level.

For a coordinated approach, each village shall form a Village Development Forum with at least 50 members comprising of five (5) members each per sector (sector members will be identified by respective departments). Other participants of village development forums shall include delegated development officers, representatives of religious organisations, CSO's, youth, women, people living with disabilities PWDs), Faith Based Organizations (FBOs), NGOs, Civil Society, professional association, private sector where applicable etc. The sector representatives shall represent their Sector interests in the Village Development Forum (VDF) at the village level. The village development forum shall select **thirteen (13)** members to form the Village Development Committee (VDC). **The chairperson of the VDC shall be the Village Administrator and the secretary shall be the Development Officer in charge of that area.** Such development officers shall be appointed or delegated based on available resources. The village development committee shall work with respective departments to identify project development committees based on sector representation.

All members of the Village Development Committees shall form the Ward Development Forum (WDF). The forum at the ward level shall select **thirteen (13)** members to form the Ward Development Committee (WDC). Each village shall have a representative at the Ward Development Committee. **The chairperson of the WDC shall be the Ward Administrator and the secretary shall be the Ward Development Officer.**

Members of the ward development committee shall form the the Sub-County Development Forum (SCDF). Therefore, the Sub-County Development Forum (SCDF) shall comprise of members from various Ward Development Committees (WDCs) in the Sub-County. The forum at the Sub-County level shall select **twelve (12) members** to form the Sub-County Development Committee (SCDC). Each ward shall be represented in the Sub County Development Committee.

The chairperson of the SCDC shall be the Sub County Administrator and the secretary of the committee shall be the Sub-County Development Officer. The vice chair of the SCDC shall be the county staff responsible for civic engagement and public participation in that Sub County.

Members of the sub-county development committes shall form the County Development Forum (CDF). The forum at the County level shall select **thirteen (13)** members to form the County Development Committee (CDC). The committee shall be chaired by a person nominated by the Governor and the secretary of the committee shall be the County Development Officer who shall be either Chief officer – Economic planning or Projects develivery). Each sub county shall be represented in the County Development Committee.

The County Development Forum (CDF)) shall comprise of fifteen (15) members from each of the nine (9) Sub-County Development Committees (SCDCs) in the County, the County Executive Committee, National Government County Directors, representative Development Partner’s, County and regional directors, religious organizations representatives, County Budget Economic Forum (CBEF) among others.

All committees shall meet at least once every three months, within the first month after the end of every quarter. They shall serve for one financial year. They shall serve as illustrated from the table below with clear roles and responsibilities for each institutions in facilitating the effectiveness of project management committees.

Table 1: Roles and Responsibilities of relevant departments

Targeted offices and composition	Roles and Responsibilities
Office of the Governor	<ul style="list-style-type: none"> ➤ Championing the stakeholder engagement and projects/programmes delivery agenda; ➤ Overseeing dissemination and communication of M&E findings/reports to stakeholders
Department of Project Delivery, M&E and Department of economic planning	<ul style="list-style-type: none"> ➤ Coordination and oversight of stakeholder engagement and M&E activities in the County; ➤ Submission of County M&E reports to the OOG ➤ Consolidation of sub sector County M&E reports ➤ Continous verification and tracking of on-going and functionality of existing projects

Departments	<ul style="list-style-type: none"> ➤ Implement prioritized development projects (picked from public participation reports) based on available budget. ➤ Provide technical advice on proposed viability of projects. ➤ Assigning a technical officer to attend bi-monthly village meetings to address/escalate outstanding issues in the village. ➤ Give feedback on escalated issues within 7 working days
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Table 2: Operationalization of Development Fora and Development Committees

COMMITTEE / FORUM	COMPOSTION	ROLES
County Development Committee (CDC)	<p>Composed of 15 members which are:</p> <ol style="list-style-type: none"> a) 13 members selected from County Development Forum with each Sub-County being represented. b) County Development Officer (Secretary) who shall be either Chief Officer responsible for Economic Planning or Project Delivery c) Chair who shall be a member of County Development Forum appointed by the Governor 	<ul style="list-style-type: none"> ➤ Receive and execute escalated project issues from County Development Committees ➤ Review County reports ➤ Coordinating and promoting awareness of projects in their County ➤ Liaise with budget and economic forum to escalate issues to the governor and to the assembly.
County Development Forum (CDF)	<p>Composed of:</p> <ol style="list-style-type: none"> a) All members of Sub-County Development committees i.e. 15 multiplied by number of SDCs b) County Executive Committee members c) National Government County Directors/representatives d) Representatives of development partners e) County/County and regional directors f) Religious representatives g) County Budget Economic Forum (CBEF) h) Advisors to the Executive i) Other representatives as it may be agreed. <p>NB:</p>	<ul style="list-style-type: none"> ➤ Development review and agenda setting ➤ Review project issues from sub-County Development Committees and escalate to County Committee ➤ Coordinating and promoting awareness of projects in Machakos County

	<p>The forum shall be chaired by the Governor or appointed representative and the secretary shall be the Chief officer responsible either for Economic planning or Projects delivery</p>	
<p>Sub-County Development Committee (SCDC)</p>	<p>Composed of 15 members which are:</p> <ul style="list-style-type: none"> a) 12 members selected from Sub-County Development Forum with each ward being represented. b) Sub County Administrator (chairperson) c) Sub-County Development Officer (secretary) d) County staff responsible for civic education and public participation at that Sub County (vice chair) <p>NB: The committees may opt to meet at sub-count venues to minimize costs</p>	<ul style="list-style-type: none"> ➤ Receive and execute escalated project issues from Ward Development Committees ➤ Coordinating and promoting awareness of projects in their respective Sub-Counties ➤ Draft the Sub-County M&E reports and escalate outstanding projects issues to County development forum
<p>Sub-County Development Forum (SCDF)</p>	<p>Composed of:</p> <ul style="list-style-type: none"> a) All members of various Ward Development Committees in a Sub-County (i.e 15 multiplied by number of wards in that Sub-County). b) Sub County Administrator (Chairperson) c) County staff responsible for civic education and public participation at that Sub County (vice chair) d) Sub-County Development Officer (secretary) 	<ul style="list-style-type: none"> ➤ Prioritize community development projects in the Sub-County. ➤ Participate in the launch and commissioning of Sub-County projects. ➤ Escalate outstanding projects issues to sub-county development committees
<p>Ward Development Committee (WDC)</p>	<p>Composed of 15 members which are:</p> <ul style="list-style-type: none"> a) 13 members selected from the Ward Development Forum with each village being represented. b) Ward Administrator (chairperson) c) Ward Development Officer (Secretary) 	<p>Roles</p> <ul style="list-style-type: none"> ➤ Receive and execute escalated project issues from village sub-sector committees ➤ Coordinating and promoting awareness of sub-county projects in their respective Wards

		<ul style="list-style-type: none"> ➤ Draft the Ward M&E reports and escalate outstanding project issues to Sub-County Development Committees ➤ Draft M&E reports and escalate outstanding projects issues to sub-county development committees
Ward Development Forum (WDF)	<p>Composed of:</p> <ul style="list-style-type: none"> a) All members of various Village Development Committees in the Ward i.e. 15 multiplied by number of villages in that ward. b) Ward Administrator (chairperson) c) Ward Development Officer (Secretary) 	<ul style="list-style-type: none"> ➤ Prioritize community development projects in the ward. ➤ Participate in the launch and commissioning of ward projects. ➤ Escalate outstanding projects issues to ward development committees
Village Development Committee (VDC)	<p>Composed of 15 members which are:</p> <ul style="list-style-type: none"> a) 13 members selected from the Village Development Forum representing various development Sectors in the village. b) Village Administrator (Chairperson) c) Village Development Officer (secretary) 	<ul style="list-style-type: none"> ➤ Receive and execute escalated project issues from Village sector forums ➤ Prioritising community development projects ➤ Coordinating and promoting awareness of projects in their respective Villages ➤ Assign a representative in Project Management Committee (PMC) for County Projects/programs of different sectors ➤ Mobilizing stakeholders to participate in the launch and commissioning of projects ➤ Draft the Village M&E reports and escalate outstanding projects issues to ward development committees
Village Development Forum (VDF)	<p>Composed of at least 60 participants from each village including:</p> <ul style="list-style-type: none"> a) 5 members from each of applicable sectors; 	<ul style="list-style-type: none"> ➤ Identify and prioritize community development projects in the village. ➤ Appoint village development committee of 15 members

	<p>b) Religious organisations/ Faith Based Organizations (FBOs) c) Civil Society (CSOs) d) Village Administrators (chairpersons) e) Delegated Development Officers f) Youth g) Women h) People living with disabilities PWDs) i) NGOs j) professional associations k) private sector where applicable etc.</p> <p>NB: VDF shall be chaired by the Village Administrator and the secretary shall be the delegated Village Development Officer</p>	<ul style="list-style-type: none"> ➤ Participate mobilizing stakeholders to participate in the launch and commissioning of village projects. ➤ Coordinating and promoting awareness of projects in their respective Villages ➤ Escalate outstanding projects issues to village development committees ➤ Shall be eligible to be part of project development committees appointed by respective departments
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NB: All Committee members in every level shall comprise of representatives from Religious organisations/ Faith Based Organizations (FBOs), Civil Society (CSOs), delegated administrators (ex-officials) and development officers (secretaries), Youth, Women, People living with disabilities PWDs), NGOs, professional association, private sector where applicable etc.

4.2 Policy Implementation structure

The policy will facilitate both top down and bottom up approach flow of information from the village level to the Office of the Governor and visa versa. This will enable the County to have fast access to information and ensure prompt response to development issues raised by the citizens.



4.2.1 Responsibilities of Project Management Committees

There shall be a project management committees (PMC) established for every project. The membership of the PMC shall be drawn from village development forum or members of the community trusted by the village development committee. Respective departments will oversee formation of PMC and ensure that they serve for not more than one year. The PMC shall meet at least three times during the implementation of a project/programme including the initiation, during implementation and at the completion of the project/programme. The cost and the operation of PMCs shall be factred by respective departments at the rates to be determined by the government.

Specific roles of PMC:

- i. Facilitate participation of local communities in the implementation of development Projects;
- ii. Maintain proper records in relation to projects being implemented (minutes, progress reports)
- iii. Ensure project closure, labeling and handover upon completion.
- iv. Prepare and submit projects progress reports to the user department;
- v. Ensure project functionality, security and sustainability;
- vi. To mobilize and sensitize the community on project implementation and sustainability.
- vii. Sign completion certificates of development projects
- viii. Tenure of committees is tied to the life of the project not exceeding three years

4.3 Legislative framework

Accountability of public resources is anchored in various legal documents.

(i) The Constitution of Kenya, 2010

The Supreme law of our land requires efficient and sustainable of the available resources. In particular,

- Article 10 (*The national values and principles of governance*) sub article (c) provides that accountability is one of the national values and principles of governance;

- *Article 73 (responsibilities of leadership)* sub article (d) provides that there should be accountability to the public for decisions and actions;
- *Article 201 (Principles of public finance)* sub article (a) thereof provides that there shall be accountability including public participation in financial matters; and
- *Article 232 (Values and principles of public service)* sub article (e) thereof requires accountability for administrative acts

(ii) The County Governments Act, 2012

Part XI (sections 102 to 115) of the County Governments Act deals specifically with County Planning. Among the salient provisions of this part include section 105 which provides as follows:

A county planning unit shall be responsible for—

- coordinating integrated development planning within the county;
- ensuring integrated planning within the county;
- ensuring linkages between county plans and the national planning framework; and
- ensuring meaningful engagement of citizens in the planning process;
- ensuring the collection, collation, storage and updating of data and information suitable for the planning process; and
- ensuring the establishment of a GIS based database system.

Sub section 2 thereof provides that the designated planning authority in the county shall appropriately organize for the effective implementation of the planning function within the county.

Section 108 which requires each county to develop a 5 year County Integrated Development Plan (CIDP) which among others, should have:

- clear goals and objectives;
- an implementation plan with clear outcomes;
- provisions for monitoring and evaluation; and
- clear reporting mechanisms.

Section 109 deals provides for the development of County Sectorial Plans, section 110 deals with County Spatial Plans while section 111 provides for the development of City or Municipal Plans. Section 115 provides that there must be public participation in county planning.

Similarly, section 4.10 of County Integrated Monitoring and Evaluation System (CIMES) document requires efficient service delivery and feedback mechanism to the citizens.

4.4 Financing and facilitation of policy implementation

Departments shall set aside funds (from project administrative fee/charges) for facilitating stakeholder committee meeting at different stages of project management as per salary review commission guidelines. The PMCs shall be compensated from the part of administrative cost from project contract amounts as guided by the relevant laws. The Chief Officer responsible for the project being undertaken will compensate the PMCs.

4.5 Project/Asset Maintenance and Sustainability

County departments will consider budgeting for operation & maintenance of completed projects. After successful completion/commissioning of a project, the concerned department will collaborate with the project management committee in handing over the project to a community group or a project sustainability committee with prescribed standards of maintenance developed by the respective department. Project sustainability/security committees shall take over from PMCs after project/facility completion and shall be selected from the development forums.

CHAPTER 5.0: MONITORING AND EVALUATION

5.1 Introduction

Monitoring and evaluation is a critical tool in the tracking of policies, programmes and projects and in assessing how well the intended objectives are met. Furthermore, it will also provide the necessary feedback on the status of implementation to enable policy makers to make informed decisions based on evidence from M&E.

Monitoring of this policy shall be done through written regular review of development committee minutes, attendance of stakeholder forums, public participation feedback, timed review of both internal and external progress reports etc.

Evaluation will be done to analyze the long-term effects of trends in specific programmes through formal surveys, use of data in the surveillance systems and repeated assessments. This will be initiated by the respective department and undertaken by external evaluators in conjunction with the department staff in partnership with the Project Delivery, Monitoring and Evaluation Directorate.

The County aims at informing the citizens how much have been achieved in realizing the development goals promised and set for them. Through the M&E system and active social media, the citizens will be able to track the achievements on programmes and projects they pay taxes for. The County Monitoring & Evaluation (M&E) Committee will therefore be assisted in making evidence-based decisions, and respond swiftly to any project implementation difficulties as guided by M&E policy. This will ensure efficiency, effectiveness and accountability in the use of resources for improved service delivery.

5.2 Reporting and Communication

The feedback mechanism adopted a more formalised structure of soliciting, receiving, processing and responding to the feedback and complaints we receive through development forums and committee representation at different level. However, other alternative sources of feedback shall be pursued including customer satisfaction surveys, public participations, field visits, beneficiary interviews etc.

Reporting on implementation of programs and projects will be done through development officers deployed to represent the County in different levels (from the village level to the County). Structured reporting tools for capturing monthly quarterly, semi-annual and annual progress reports. Every department shall also maintain a customer complaints register, indication closure of raised complaints. Outstanding complaints from such departments shall be escalated to County disciplinary committee for action.

All external County reports shall be verified by County reporting unit. This will be strengthened by an integrated M&E system which will provide customized real time information on programmes and projects implementation by the County departments/sectors, the public and the stakeholders. These reports will guide the County leadership in prompt decision making and ensure informed planning, in line with CIMES.

5.3 Policy review

This policy shall be reviewed after 3 years or/and on need basis

ANNEXES

ANNEX 1: LIST OF KEY STAKEHOLDERS

1. National Government offices: County Commissioner's Office, National Council for Persons with Disabilities, National council for populations and development, State Department for Social Protection, Department of Youth Affairs etc.
2. Relevant departments/internal stakeholders: Department of Social Development –decentralized units,
3. Civil society: BLINK – Blind Low and Vision Network, Poverty Eradication Network
4. NGOs: NEMA Foundation, MESPT,
5. Professional organizations: Young Professionals for Development
6. Faith Based Organizations
7. Opinion Leaders
8. Youth & Women Leaders

ANNEX 2: COMMUNICATION REPORTING FORM

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF MACHAKOS

COMMUNICATION REPORTING FORM

Date:

Sub County:

Ward:

Venue:

S N	ISSUE	CONCERN	COMMENTS/RECOMMENDATION/REMARKS

Prepared by.....Title.....Signatures.....Annex 4:
Meetings reporting form

ANNEX 3: DEVELOPMENT MEETING REPORTING FORM

REPUBLIC OF KENYA



REPUBLIC OF KENYA

GOVERNMENT OF MACHAKOS COUNTY

MEETING REPORTING FORM FOR DEVELOPMENT COMMITTEE

Sub-County.....Ward.....Village.....

Meeting date.....Venue.....No of participants.....

No.	Description	
1	Sector/Committee	
2	Targeted participant	
3	Name of project	
4	Department involved	
5	Status	
6	Suggestions for improvement	

Prepared

by.....Title.....Signatures.....