

REPUBLIC OF KENYA



# COUNTY GOVERNMENT OF MACHAKOS

## MONITORING AND EVALUATION POLICY

JUNE 2021

## **ACKNOWLEDGEMENT**

The County Government of Machakos exercises prudence in executing its mandate and accounting for resources in its custody. While several initiatives have been taken towards this direction, there is room for improvement, particularly in improving service delivery efficiency and strengthening oversight roles.

This policy was developed through an extensive participatory process and its implementation will capture the expectations of many key stakeholders in Machakos County. This policy appreciates the fact that M&E is not only concerned with day to day reports of progress in donor/Government projects but also on measuring the socio-economic changes brought about by development.

The document is informed by the relevant laws and regulations and embraces the current reality. This implies that the County Government of Machakos is committed to the establishment of good governance with appropriate transparency and accountability at all levels. This includes the establishment of well -functioning public institutions and quality public service delivery across all sectors.

I therefore call upon all relevant stakeholders to play their respective roles in realizing the anticipated outcomes of demonstrating development results, prudence accounting for resources and making a real difference in the lives of Machakos people.

H.E DR.AFRED NGANGA MUTUA  
GOVERNOR  
MACHAKOS COUNTY

## **ACKNOWLEDGEMENT**

The County Government of Machakos will endeavor to promote and participate in the achievement of economic, social, environmental and cultural development. This will be realized by focusing on effective and efficient service delivery to the people at all levels. This shall require a sound Monitoring and Evaluation of programmes and projects of the Government, taking into account the activities of all partners in a consistent and coherent manner.

This policy was developed through an extensive process of consultations, meetings and discussion forums with key stakeholders who include County departments, development partners, CSOs, state department of planning and citizens among others.

The document is informed by the constitution of Kenya, The County Government act (2012), the public financial management act (2012), reviews of County integrated development plans, CIMES and is in consistent with the spirit of Agenda 4 and Vision 2030.

I would like to thank everyone who contributed to the process of drafting this policy, notably the County Executive Committee Members, County Secretary, Chief Officers and technical officers in the Department of Economic Planning and resource mobilization and Department of Projects Delivery and M&E, Led by CO Catherine S. Mutwiwa and CO Romana Kimende.

I would like to express my appreciation to all participants who attended discussion meetings and workshops, those who contributed through emails, by telephone and other means of communication.

Eng. Francis Maliti

## ABBREVIATIONS

ADP	Annual Development Plan
CBA	Community Baselines Assessments
CDF	Constituency Development Fund
CDFB	Constituency Development Fund Board
CEC	County Executive Committee
CG	County Government
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CO	County Officer
CoMEC	County Monitoring and Evaluation Committee
CSOs	Civil Society Organizations
FBOs	Faith Based Organization
GDP	Gross Domestic Product
GNP	Gross National Product
NIMES	National Integrated Monitoring and Evaluation System
NGO	Non-Governmental Organization
NYC	National Youth Service
PWD	People with Disabilities
PC	Performance Contracting
RBME	Results-based Monitoring and Evaluation
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Realistic and Time Bound
SCoMEC	Sub-County Monitoring and Evaluation Committee

<b>TABLE OF CONTENTS</b>	
<b>DEFINITION OF TERMS</b> .....	<b>1</b>
<b>1.0 INTRODUCTION</b> .....	<b>3</b>
1.1 BACKGROUND.....	3
1.2 SITUATIONAL ANALYSIS OF MONITORING AND EVALUATION.....	4
1.3 THE POLICY AND LEGAL CONTEXT.....	6
1.4 PURPOSE OF MONITORING AND EVALUATION FUNCTION.....	10
1.4 RATIONALE FOR THE COUNTY M&E POLICY.....	12
<b>2.0 POLICY OBJECTIVES AND PRINCIPLES</b> .....	<b>13</b>
2.1 PURPOSE OF THE COUNTY M&E POLICY.....	13
2.2.2 STRATEGIC POLICY OBJECTIVES.....	13
2.3 POLICY SCOPE AND APPLICATION.....	14
2.4 POLICY PRINCIPLES.....	14
2.5 A RESULTS-BASED APPROACH TO M&E.....	16
2.6 THE MONITORING AND EVALUATION CHAIN.....	18
2.6.1 LOGICAL FRAMEWORK IN MONITORING AND EVALUATION.....	19
2.6.2 RIGHTS AND RESPONSIBILITIES OF THE LOCAL COMMUNITY.....	21
<b>3.0 POLICY OBJECTIVES AND STRATEGIES</b> .....	<b>23</b>
<b>4.0 IMPLEMENTATION OF MACHAKOS COUNTY M&amp;E POLICY</b> .....	<b>27</b>
4.1 INTRODUCTION.....	27
4.2 M&E METHODS AND TOOLS.....	27
4.3 STRUCTURE OF COUNTY INTEGRATED MONITORING AND EVALUATION SYSTEM (CIMES) .....	28
<b>4.4 COUNTY M&amp;E STRUCTURE</b> .....	<b>29</b>
.....	29
<b>Figure 3:1 M&amp;E Institutions, Roles and Responsibilities</b> .....	<b>30</b>

4.4 ACTING ON M&E FINDINGS TO INFORM INTERVENTION IMPROVEMENTS.....	32
4.5 REPORTING, INFORMATION ACCESSIBILITY AND USE.....	32
4.6 LINKING M&E TO MAKING NEW POLICIES, POLICY SHIFTS, PLANNING AND BUDGETING.....	33
4.7 ACCOUNTABILITY MECHANISMS AND CONSEQUENCES FOR POOR PERFORMANCE.....	34
4.8 LEARNING MECHANISMS.....	34
<b>5.0 REPORTING AND COMMUNICATION.....</b>	<b>36</b>
5.1 REPORTING STRUCTURES AND REQUIREMENTS.....	36
5.2 DISSEMINATION OF M&E REPORTS.....	36
5.3 INCENTIVES AND SANCTIONS.....	36
<b>6.0 REVIEW AND AMENDMENT OF THE POLICY.....</b>	<b>36</b>
6.1 POLICY REVIEW.....	36
6.2 INTERPRETATION AND CONTEXT.....	37



## DEFINITION OF TERMS

In this policy, unless the context indicates otherwise-

**“Constitution”** means the Constitution of Kenya, 2010.

**“Executive committee”** means the Machakos County Executive committee established in accordance with Article 176 of the Constitution.

**“County Government”** means the County Government of Machakos.

**“Project”** means a planned undertaking of related activities aimed at specific objectives and has a beginning and an end. An undertaking that encompasses a set of tasks or activities having a definable starting and end point and well-defined objectives.

**“Programme”** means a series of interrelated projects with a common overall objective. A time bound intervention similar to a project but which cuts across sectors, themes or geographic areas, uses a multi-disciplinary approach, involves more institutions, and may be supported by several different funding sources.

**“Monitoring”** means the process of continuously and closely checking/observing/keeping track over implementation of project/programme/activity for a specific period of time or at a specified interval to assess its progress and performance. This entails collection and analysis of data and information on all major project variables as the project progresses to determine whether set standards or requirements are being met and if the goal and objectives of the project are likely to be achieved.

**“Evaluation”** means assessing the effectiveness of a project/programme/activity in achieving its goals and or objectives. It is aimed at program improvement or modification of program operation and/ or design.

**“Project Appraisal”** means comparing options to deliver an objective

**“Economy”** means the status of livelihoods of the people of Machakos at any particular time, usually as a result of careful management of resources to avoid unnecessary waste.



**“Economic appraisal”** means an appraisal based on comparison of monetary equivalents.

**“Goal”** means a broad statement generally describing a desired outcome for a project. It is the broader regional, sectorial or National objective that a project, programme or an activity is expected to contribute towards.

**“Objective”** means a measurable statement about the end result that a project/programme is expected to accomplish in a given period of time. It should be specific, measurable, attainable/achievable, realistic and time bound (SMART).

**“Target”** means a level of performance that a project/programme is projected to accomplish in a particular year, consistent with objectives. It is an expected result.

**“Indicator”** means a specific, observable and measurable characteristic or change that shows the progress a program is making toward achieving specified outcome. This is the Unit of measurement (or pointers) that is used to monitor or evaluate the achievement of project objectives over time.

**“Stakeholder”** means specific people or groups who have a stake in the outcome of the project. Internal stakeholders include: County management, employees, administrators etc. external stakeholders include: suppliers, investors, community groups and Governmental organizations.

**“Impacts”** are actual or intended changes in human development/change in livelihood as measured by people’s well-being. Impacts generally capture changes in people’s lives.

**“Outcomes”** are actual or intended changes in development conditions that interventions are seeking to support. Outcomes result from the interventions of Governments and other stakeholders, including international development agencies.

**“Outputs”** are short-term development results (products and services) produced by project and non-project activities. They must be achieved with the resources provided and within the time-frame specified.

**“Activities”** describe the actions that are needed to obtain the stated outputs. They are the coordination, technical assistance and training tasks organized and executed by

project personnel.

**“Processes”** are activities carried out for the achievement of one’s goals

The flow chart below demonstrates how the problem identification can lead to achieved outcomes within a development cycle.

## 1.0 INTRODUCTION

### 1.1 BACKGROUND

The County Government of Machakos is committed to the promotion of a culture of monitoring and evaluation.

The practice of M&E is extremely complex, multidisciplinary and skill intensive. It requires detailed knowledge both across and within sectors. It also requires interactions between planning, budgeting, implementation, ownership and impact. With this in mind the policy promotes a strong M&E system that promotes County accountability of resources, coordinated reporting and improving efficiency in service delivery.

The County Monitoring and Evaluation Policy (Here after referred to as County M&E Policy) articulates the following:

- 1) The Government’s commitment to accountability for development results (outputs, outcome and Impact).
- 2) Outlines the principles of a strong M&E system as an important instrument for driving and achieving results including Sustainable Development Goals, Vision 2030, and Machakos Vision 2020 and any other road map document for the development of Machakos County.
- 3) Sets the basis for transparent processes through which the citizenry and other development stakeholders can undertake a shared appraisal of results.
- 4) Defines the practice of M&E as an integral shared value and strategy of the County’s organizational culture.
- 5) Defines mechanisms for measuring the efficiency and effectiveness of public policies, program and projects.

6) Provides channels for effective policy implementation feedback hence efficient allocation of resources.

Through the County M&E Policy, the County Government of Machakos will establish appropriate roles and responsibilities of public sector institutions, civil society, private sector and development partners' involvement in accounting for the growing economy of Machakos, in their endeavor to implement public projects and program. These will tie the producers and users of information together in a coherent system. This policy also sets the framework for effective management of development results at all levels of the County.

This Policy document is divided into six (6) sections which includes:

- Introduction (gives the purpose for M&E, rationale, back ground, scope),
- Policy objectives, and guiding principles, roles and responsibilities of key institutions,
- Policy provisions and standards,
- Policy Implementation process,
- Reporting and communication structures and requirements, and
- Review and amendment of the policy in the same order.

## **1.2 SITUATIONAL ANALYSIS OF MONITORING AND EVALUATION**

Nationally, M&E systems were not a priority in the Government of Kenya until recently when efforts to establish the National Integrated Monitoring and Evaluation System (NIMES) began in Kenya in 2004. This effort introduced ministerial M&E committees whose responsibility was to guide the overall M&E reporting for their ministries. Unfortunately, this effort did not demonstrate the value of the practice of M&E.

Among donor funded and aid-related projects/programmes, M&E has been a common undertaking. The findings in M&E have served as the qualifying criteria for further funding. The core premise for M&E systems has been to facilitate continuous improvement of services through informed decision making, organizational learning and

a basis for policy -shifts in social-economic development.

From early auditing and resource allocation functions, the focus of M&E has widened from periodic monitoring of service delivery to include building evaluative thinking, development, and management of sophisticated information technology-centred monitoring systems. M&E has also shifted from being implementation based (concerned with the implementation of activities) to being results-based (assessing if real changes have occurred). M&E is not only concerned with day to day reports of progress in donor/Government projects but also on measuring the socio-economic changes brought about by development.

Further, it is recognized that evaluation serves to inform decision-making, rather than expecting that decisions will rest solely on the results of an evaluation study. Thus, the understanding of 'how' and 'why' of the performance of Government is as important as determining what has been achieved. Building M&E activities into future decision-making processes allows for optimal benefits to be gained. This trend is fuelled by the recognition that there are limited resources and almost unlimited social needs. In this view, Kenya as a nation is yet to enjoy the fruits of M&E systems particularly in the advent of devolution where decentralization of governance and resources is focused on maximizing capacity of the locals to participate in their own development and an increasing emphasis of public sector accountability. Thus, M&E systems in Kenya have to be strengthened in order to facilitate the management of the available limited resources against unlimited socio- economic needs of Kenyan populations.

The efforts to improve M&E led to the decentralization and establishment of M&E units at County levels. This was expected to improve M&E performance. The said efforts had little impact too. The following problems were incurred:

- I. Inadequate supply of data for planning and policy making, particularly at lower levels (villages, locations, divisions and districts) and, if any data was collected at these levels, it was forwarded upwards to respective departments but was hardly shared vertically with other line ministries and stakeholders for action.

- II. Inadequate feedback mechanisms to the lower levels (sub-counties, wards and villages) on any decisions made on top.
- III. Inconsistent involvement and/ or interactions with the local communities to gather their views, ideas concerning development and how their lives were been transformed or not.

It is expected that Counties will put in place County M&E systems to serve the needs of the County Governments, while collaborating with NIMES. The collaboration with the National M&E systems contributes to measures of the economy at National level while enhancing the independence and focus of the economy of the County. It further facilitates devolved monitoring, particularly to track progress towards the achievement of the National Vision 2030, and the International Sustainable development goals at the local level and thus, enhance the harmonization of devolved level development activities. However, it is taken to account that institutionally MED is a Department of the National Government, Ministry of Devolution and Planning that may not have an expressed legal mandate to hold the County Governments to account in terms of implementing NIMES due to the constitutional provision on “distinctness” of the two levels of Government. In reality, MED is also constrained by lack of sufficient technical capacity to support both the National Government and the 47 County Governments and their devolved units.

It is in this view that the County Government of Machakos is establishing a County M&E policy that is suitable for the context of Machakos but also has capacity to seamlessly feed into the National grid so as to achieve Kenya’s vision 2030, the County’s strategic plan 2020 and the County Integrated Development Plan 2018-2022.

### **1.3 THE POLICY AND LEGAL CONTEXT**

The County Government of Machakos is committed to the establishment of good governance with appropriate transparency and accountability at all levels. This includes the establishment of well -functioning public institutions and quality public service delivery across all sectors. The whole Government approach of M&E proposed in this policy enhances a robust M&E system. This system ensures that actual implementation

and interventions for poverty eradication in the County are in line with the strategic plans, policies and vision of the County, using the available financial and human resources. It also demonstrates the Government’s commitment to bringing change and transformation in the livelihoods of the citizens through mechanisms to measure and determine new goals. The ultimate goal of this system is to link resource allocation to the delivery of outputs and outcomes.

The policy is therefore informed by the constitutional and legislative provisions cited below:

OVERALL LEGAL, REGULATORY, INSTITUTIONAL FRAMEWORK	REFERENCE IN LEGISLATION
<p><b>A. The Constitution</b></p> <p>The constitution of Kenya 2010 provides the basis for monitoring and evaluation as an important part of operationalizing Government activities to ensure that transparency, integrity, access to information and accountability principles are embraced in resource allocation and management at National and Devolved levels of Government.</p> <ol style="list-style-type: none"> <li>1) M&amp;E is the basic mechanism through which evidence-based equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized; good governance, integrity, transparency and accountability; and sustainable development are achieved.</li> <li>2) M&amp;E is the basic mechanism through which evidence-based policies and plans for affirmative action program designed to ensure that minorities and marginalized groups in the County (a) participate and are represented in governance and other spheres of life; (b) are provided special opportunities in</li> </ol>	<p>The Constitution Kenya, 2010, Article 10(b) (c) (d)</p> <p>Article 56 (a), (b), (c), (d)</p> <p>Article 174(d), (e), (f)</p>

<p>educational and economic fields;(c) are provided special opportunities for access to employment;(d) have reasonable access to water, health services and infrastructure.</p> <p>3) M&amp;E is an integral process of enhancing the affairs devolution by: a) recognizing the right of communities to manage their own affairs and to further their development through participatory approaches; b) protecting and promoting the interests and rights of minorities and marginalized communities; c) promoting social and economic development and the provision of proximate, easily accessible services.</p> <p>4) The County Assembly may make any laws that are necessary for, or incidental to the effective performance of the County Government</p> <p>5) M&amp;E facilitates the openness and accountability, prudence and responsiveness required in fiscal reporting of financial management.</p> <p>6) M&amp;E reports determine the fiscal capacity and efficiency of the County Government. They highlight the economic disparities within the County and the policies required to remedy them</p> <p>7) An M&amp;E data/report may provide answers to the controller of budget in the event that there are allegations against the County's use of public money.</p> <p>8) Proper financial records and auditing of accounts are required at all Governments including measures of securing efficient and transparent fiscal management.</p>	<p>Article 185 (2)</p> <p>Article 201(a), (d), (e)</p> <p>Article 203(e), (g), (h)</p> <p>Article 225 (7)</p> <p>Article 226 (1) (a), (b)</p> <p>Article 227 (1)</p>
<b>Scope and Institutionalization of County M&amp;E systems</b>	
<p><b>B. County Government Act</b></p> <p>The County executive committee shall design a performance</p>	<p>County Government Act (hereby referred</p>

<p>management plan to evaluate performance of the County public service and the implementation of County policies.</p> <p>This entails:</p> <ul style="list-style-type: none"> <li>a) Objective, measurable and time bound performance indicators;</li> <li>b) Linkage to mandates;</li> <li>c) Annual performance reports;</li> <li>d) Citizen participation in the evaluation of the performance of County Government; and</li> <li>e) Public sharing of performance progress reports.</li> </ul> <p>These reports shall be considered as public documents.</p>	<p>to as CGA), 2012 Section 47</p>
<p>Subject to sub-section (3) the function of M&amp;E systems shall be decentralized to the Sub -counties, wards and villages</p>	<p>CGA Section 48 (1)</p>
<p>The Governor shall submit the annual performance reports of the County executive committee and public service to the County assembly for consideration.</p>	<p>CGA Section 47</p>
<p><b>C. Public Finance Management Act</b></p> <p>The County Treasury shall monitor, evaluate and oversee the management of public finances and economic affairs of the County Government including: reporting regularly to the County assembly on the implementation of the annual County budget and ensuring proper management and control of accounting for the finances</p>	<p>PFMA 104</p>
<p>County departments and M&amp;E/performance coordinators are expected to demonstrate the capacity for efficient, effective and transparent financial management.</p> <p>The Cabinet Secretary may in addition to the audit under subsection (9), permit a donor of a grant to audit such funds on the basis of its own financial accounting rules.</p>	<p>PFMA</p> <p>PFMA Section 47 (10)</p>
<p><b>D. County Public Service Board</b></p>	<p>CGA Section 57-59.</p>



County Public Service Board shall (i) report to the County assembly, (ii) informing and educating County public officers, (iii) advising the County Governments on the implementation and monitoring of the performance management system	
<b>E. County Integrated Monitoring and Evaluation system</b>	CIMES section 4.10
134. Service delivery Unit (SDU) shall provide mentoring and hands-on support for selected priority projects and service delivery managers within the County.	134
135. SDU Shall guide the Governor, CECs and CoMEC in driving results. SDU shall also provide flow and status of approved results information for media and citizens.	135

**1.4 PURPOSE OF MONITORING AND EVALUATION FUNCTION**

The County Government of Machakos envisions that M&E activities in the County are to be undertaken for the following purposes:

- i. **Management decision-making** - Data or information gathered through M&E provides evidence relating to the implications of decisions to be considered in determining the economic focus for County development. The County executive, donor agencies and other development practitioners can decide on a course of development on the basis of M&E report<sup>1</sup>. M&E reports also provide a basis for increase or decrease of resource allocation, if better information on the outcomes and impacts of expenditure are provided.
- ii. **Organizational learning** - M&E is a research tool to explore what programme design, or solution to societal problems, will work best and why, and what programme design and operational processes will create the best value for money. Research and statistics provide economic status of the County. Both qualitative and quantitative methods of research are analyzed and stands as

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<sup>1</sup> M&E produces new knowledge. Knowledge management entails capturing findings, institutionalizing learning, and organizing the wealth of information produced continually by the M&E system

evidence for negotiation with alternative strategies and areas of development. The data gathered should be translated into analytical action-oriented reports that facilitate effective decision-making.<sup>2</sup>

- iii. ***Accountability of resources*** - Public officials have a constitutional obligation to account to the citizens on how they spend public money, how they have achieved the purposes for which the money has been voted and that they have gone about their duties with a high degree of integrity. M&E provides the information in a structured and formalized manner, which allows scrutiny of public service activities at all levels.
- iv. ***Development and design of Government policies and plans*** - M&E is critical in identifying and informing about the strengths and weaknesses of existing policies and plans. M&E data could also be used in designing new policies and plans. Regional inequalities and main determinants of economic growth can only be identified and demonstrated through evaluative and statistical surveys. The people of the County have opportunities to provide needed data by participating in the surveys and qualitative inputs.
- v. ***Performance management*** - M&E is crucial in determining the performance of the County i.e. program, projects and operations. The completion, stalling and change of projects are determined throughout the monitoring period. This results to efficiency and effectiveness in development.

Apart from the above main purposes of M&E, it is important to point out here that M&E findings can be useful to a broad audience in the following ways:<sup>3</sup>

- a) ***Soliciting support for projects and program*** -It is easier to seek donor support for a project or program if there is sufficient data demonstrating the difference the program would bring. Increase in budgetary allocations for the programme can also be determined by policy decisions that are backed by statistical information.

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<sup>2</sup> Kusek, J.Z & Rist, RC. *Ten Steps to a Results-Based Monitoring and Evaluation System* (Washington, DC: The World Bank, 2004.), 143.

<sup>3</sup> Kusek, J.Z & Rist, RC. *Ten Steps to a Results-Based Monitoring and Evaluation System* (Washington, DC: The World Bank, 2004.), 130.

- b) **Supporting advocacy** - M&E results from projects and program form a strong basis for advocacy. Data is used to make an argument for the continuation, adjustment or termination of a programme, education to the people and advice to financial providers. In this context, M&E provides the means for supporting or refuting arguments, clarifying issues, promoting understanding of the aims, underlying logic of policies and documenting programme implementation. This thereby creates an institutional memory and involves more people in the design and execution of the programme.
- c) **Promoting transparency** - whenever M&E information is made available to a broader audience it demonstrates the transparency of the County Government and facilitates participatory decision-making and accountability. In the efforts of promoting participatory planning, budgeting and monitoring, M&E findings should be published and made available to the public so that they are empowered to make the right decisions.

#### 1.4 RATIONALE FOR THE COUNTY M&E POLICY

The County Government of Machakos is committed to the task of demonstrating results in public service. Equally, the citizens of Machakos County are no longer solely interested in the administration of laws in governance and developments but they are also interested in the services that are rendered to them. Critically, they are more than ever interested in the outcomes of sustainable development such as: the performance of the County economy through increased job creation, increased agricultural production, better education, improved health care and reduced inequality among other developments.

The County M&E policy illustrates the Government's commitment in making a real difference in people's lives and the value for money delivered for welfare of its people. By tracking, measuring and disseminating development results, the Government shall establish the status of the County development projects and service delivery levels.

The County M&E Policy will complement other Government policies (such as public participation, feedback mechanism, corruption prevention socio-economic and social-protection policies among others) that provide timely and regular information for

evidence-based decision making. These policies are geared towards achieving the Kenya Vision 2030(KV2030), the County Vision 2020, County Integrated Development Plan (CIDP), Annual Development Plan (ADPs), sectorial plans, sub- County plans and the Sustainable Development Goals (SDGs).

The County Government of Machakos recognizes that, to ensure that tangible results are achieved, there has to be efficient mechanisms and frameworks for monitoring, evaluating and reporting on its policies, projects and program. County data/M&E information will play a critical role of reviewing, scaling up, or discontinuing policies and program that deviate from achieving targeted results that aims at improving the welfare of the people of Machakos County.

## **2.0 POLICY OBJECTIVES AND PRINCIPLES**

### **2.1 PURPOSE OF THE COUNTY M&E POLICY**

The purpose of this policy is to improve service delivery efficiency, strengthen accountability framework and clarify M&E roles and responsibilities of relevant stakeholders. The policy also provides an integrated, encompassing framework of M&E principles, practices and standards to be used throughout Machakos County. It further highlights the role of relevant County M&E institutions, departments and the people of Machakos in the M&E process.

The Policy underpins an integrated M&E system (holistic approach to M&E) for the County Government of Machakos. It demonstrates how decentralization of the practice of M&E within departments, internal Government institutions and Machakos people's undertakings would lead to the realization of maximum impact, learning and sustainability of the County's social-economic interventions.

#### **2.2.2 STRATEGIC POLICY OBJECTIVES**

Through the guidance of the Policy, the County Government of Machakos seeks to

achieve the following objectives:

1. To monitor and facilitate utilization of reliable, timely and relevant information on development projects and programmes.
2. To measure impact and promote a culture and practice of M & E for evidence-based decision making at all levels of Government and non-state actors undertaking public development programs in the County.
3. To enhance reporting and accountability in implementation of programs, policies and projects in the County.
4. To standardize processes and procedures used for M&E at all levels.
5. To ensure all implementing departments within the County have set aside M&E facilitation budget.
6. To ensure all implementing departments within the County have set aside M&E facilitation budget.
7. To ensure policy formulation, budgeting and planning is both people based and evidence based.
8. To strengthen and streamline institutional, managerial and technical capacity for the management of development results.

### **2.3 POLICY SCOPE AND APPLICATION**

The County M&E Policy applies to all County officials, participatory development fora and Committees, designated NGO groups working in the County and members of the public. This is in regard of their rights, duties, responsibilities and roles required from time to time to:

1. Reflect on and evaluate the success of County performance.
2. Provide standardized processes and procedures useful for M&E from a whole-Government organizational perspective as a means of facilitating M&E practice as regulated by statute.
3. Complement and/or utilize an integrated National M&E platform wherever possible. It is important to underscore that that most of the County measures of development such a Household Income Per Capita, Household Development Index, Welfare

indicators, Gini co-efficient among other household measures contribute to the National indicators such as Gross Domestic Product (GDP) and Gross National Product (GNP) among others. Thus, there shall be collaboration with the Kenya Bureau of Statistics, MED and other relevant entities.

## 2.4 POLICY PRINCIPLES

The principles guiding this policy are:

<b>A. M&amp;E SHOULD CONTRIBUTE TO IMPROVED GOVERNANCE</b>	
Transparency	All findings are publicly available unless there are compelling reasons otherwise
Accountability	Use of resources is open to public scrutiny
Participation	The voice of the poor and marginalized is considered
Inclusion	Traditionally excluded interests are represented throughout M&E processes. Making use of indigenous knowledge
<b>B. M&amp;E SHOULD BE RIGHTS-BASED</b>	
Bill of Rights	A rights- based culture is promoted and entrenched by its inclusion in the value base for all M&E processes
<b>C. M&amp;E SHOULD BE DEVELOPMENT-ORIENTED</b>	
Pro-poor orientation	Poverty's causes, effects and dynamics are highlighted and the interests of poor people are prioritized above those of more advantaged groups
Service delivery and performance	Variables reflecting institutional performance and service delivery are analyzed and reviewed, links are identified and responsive strategies are formulated
Learning	Knowledge and an appetite for learning is nurtured in Government institutions, individuals and community members
Human resource management	The skills required for deliberative M&E are available, fostered and retained while the knowledge needed for strategic HR utilization is available and used

Impact awareness	The possible impacts of M&E interventions are considered and reflected upon in plans and their actual outcomes are tracked and analyzed systematically and consistently
<b>D. M&amp;E SHOULD BE UNDERTAKEN ETHICALLY AND WITH INTEGRITY</b>	
Confidentiality	Processes ensure the responsible use of personal and sensitive information
Respect	Promises of anonymity and non-identifiability are honored and relied upon
Representation of competence	Those engaged in monitoring and evaluation fairly represent their competence and the limitations of their reports
Fair reporting	Reporting provides a fair and balanced account of the findings
<b>E. M&amp;E SHOULD BE UTILISATION ORIENTED</b>	
Defining and meeting expectations	M&E products meet knowledge and strategic needs
Supporting utilization	A record of recommendations is maintained and their implementation followed up An accessible central repository of evaluation reports and indicators is maintained
<b>F. M&amp;E SHOULD BE METHODOLOGICALLY SOUND</b>	
Consistent indicators	Common indicators and data collection methods are used where possible to improve data quality and allow trend analysis
Evidence-based data	Findings are clearly based on systematic evidence and analysis
Appropriateness	Methodology matches the questions being asked
Triangulated	Multiple sources of data are used to build more credibility and

	validity of findings
<b>G. M&amp;E SHOULD BE OPERATIONALLY EFFECTIVE</b>	
Planned	As an integrated component of public management, M&E is routine, systematic and regularized
Scope	The scale of M&E reflects its purpose, level of risk and available resources
Managed	Conscientious management of the M&E function leads to sustained on-time delivery of excellence
Cost Effective	The benefits of M&E are clear and its scale is appropriately given resource availability
Systematic	Robust systems are built up that are resilient and do not depend on individuals or chance

## 2.5 A RESULTS-BASED APPROACH TO M&E

The County Government of Machakos adopts a result-based (RB) approach of M&E. The Government shall implement relevant management strategies that focus on performance and achievement of outputs, outcomes and impacts that demonstrate their clear benefit to the people of Machakos County.

Results Based M&E in Machakos County focuses on setting performance targets and tracking quality criteria and quality assurance. Project strategy<sup>4</sup>, shall serve as the key basis for project monitoring.

The RBME approach shall be based on the following pillars:

- 1) Definition of strategic goals which provide a focus for action
- 2) Specification of expected results which contribute to the achievement of these goals and the alignment of program, processes and resources in support of these expected results
- 3) On-going monitoring and assessment of performance, integrating lessons learnt

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<sup>4</sup> Project strategy includes the results of the project, resources framework, and annual work plans



into future planning

- 4) Improved accountability for results-whether program made a difference in the lives of the ordinary people of Machakos

## 2.6 THE MONITORING AND EVALUATION CHAIN

Performance Monitoring and Evaluation Chain is the series of on-going routine monitoring. It demonstrates the frequency of monitoring and reporting that range from daily, weekly, monthly reporting to annual reviews, two and five-yearly impact evaluations. The daily, weekly and monthly monitoring takes place more frequently at lower levels and focuses mainly on outputs, whereas the quarterly, midterm and annual reviews and evaluations take place less frequently at higher levels and focuses more on outcomes and impacts. All these M&E functions are closely linked to decision-making processes at service delivery, programme and policy levels.

The figure below highlights further the routine in systematic collection of data.

**Table 1 Main features of routine Monitoring, Review and Evaluation**

	<b>Routine Monitoring (Daily, weekly, monthly/quarterly)</b>	<b>Annual and Quarter Review</b>	<b>Evaluation (Formative, Annual, 5 yearly)</b>
<b>Objective</b>	To track changes from baseline conditions to desired output.	To track and validate mainly outputs and outcome to some extent	To validate what results were achieved, how and why they were or were not achieved.
<b>Focus</b>	Focuses on the inputs and outputs of annual plans.	Focus on the annual plan targets mainly on output and outcome	Compares planned with intended outcome achievement. Focuses on how and why outputs and strategies contributed to achievement of outcomes. Focuses on questions of relevance, effectiveness, sustainability and change.
<b>Methodology</b>	Tracks and assesses performance (progress towards outcomes) through analysis and comparison of indicators	Evaluates annual performance by comparing indicators before and after. Relies on monitoring data from daily and monthly reports and field visits/outreach	Evaluates achievement of outcomes by comparing indicators before and after 2-5 years. Relies on annual monitoring data and surveys

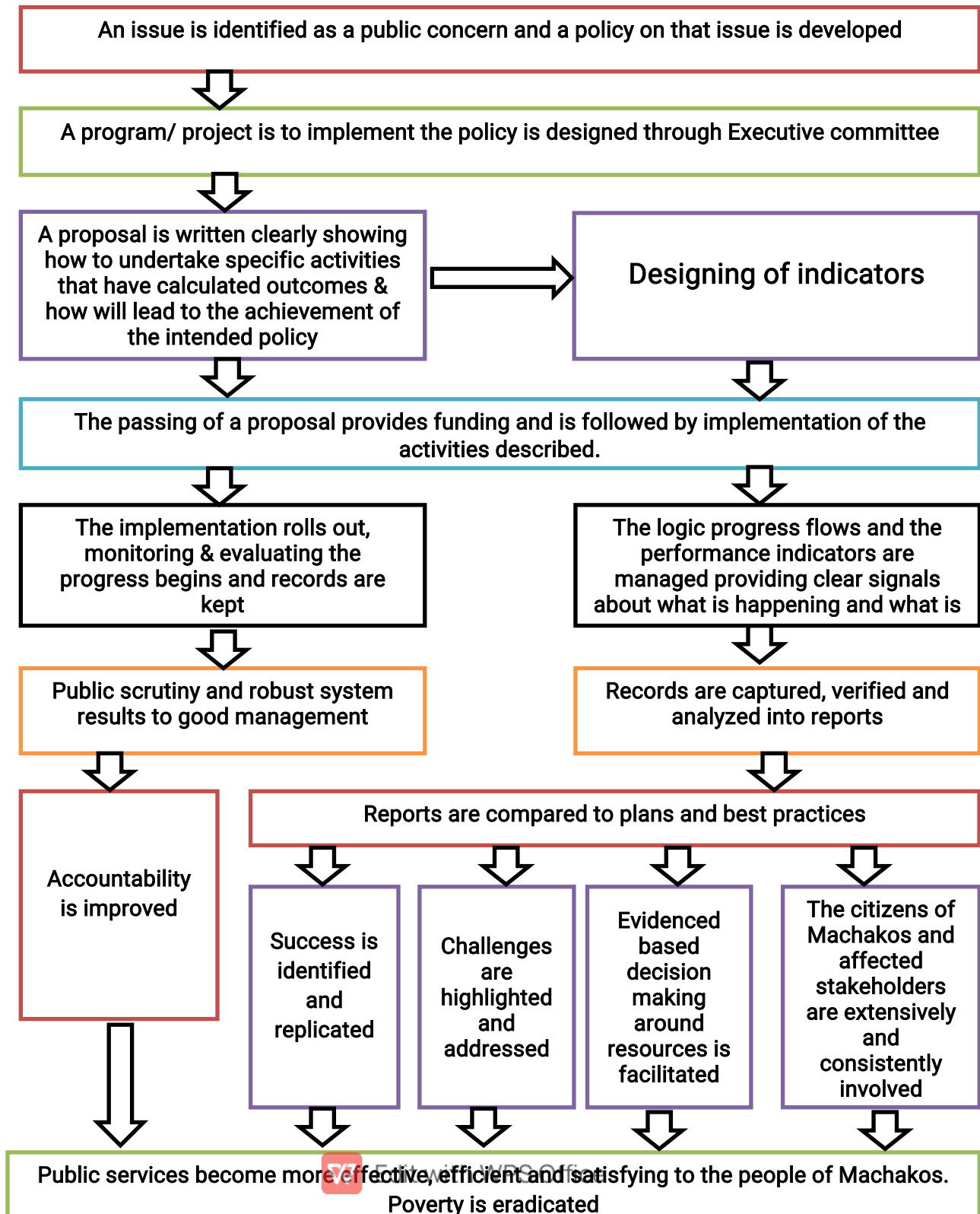
	<b>Routine Monitoring (Daily, weekly, monthly/quarterly)</b>	<b>Annual and Quarter Review</b>	<b>Evaluation (Formative, Annual, 5 yearly)</b>
	over time.		
<b>Information Sources</b>	PMC reports Department-supervision report M&E Activity report	M&E Reports  Quarterly/Annual Rapid Assessment  Surveys	-Several Surveys (harmonized to meet 5 year- evaluation) -Research report -Annual state of the County reports -Observations
<b>Conduct</b>	Continuous (daily, weekly, monthly by PMCs -systematically done by relevant department supervisors/project coordinators and M&E institutions as well as key funding partners.	Quarterly/Annual reports by M&E institutions and key development partners.	Surveys could be done annually, after two years or 5 yearly by M&E Institutions of the Government, partners of County development or/and External evaluators
<b>Use</b>	Provide alerts on problems threatening project completion, basis for options for corrective actions.	Provides input to the planning of next annual plan. Determine changes in economic growth and impact on livelihoods.	Provides basis for next cycle of strategic planning, annual and 5yr planning, policy options and determine impact on poverty eradication
<b>Main users</b>	Implementing Departments, M&E Government institutions, PMCs and the people of Machakos	Programme managers (public, private) Development partners of the County	County Policy and strategic planners Development partners and the People of Machakos

### 2.6.1 LOGICAL FRAMEWORK IN MONITORING AND EVALUATION

This policy adopts an effective M&E system with a clear logical pathway of results which encompass the major levels that include inputs, outputs, outcomes and impacts.

Figure 3 demonstrates these interconnections.

See a chart below demonstrating how a problem can lead into outcomes:



## 2.6.2 RIGHTS AND RESPONSIBILITIES OF THE LOCAL COMMUNITY

The County government of Machakos embraces participative developmental, which focuses on a healthy integrated balance between the rights and duties of the County Government and that of the community. Article 1 of the Constitution provides that “sovereign power belongs to the people of Kenya.” Such power may be exercised directly or indirectly. The practice of M&E upholds both direct and indirect exercise of sovereignty.

Article 174 (c) gives powers of self-governance to the people. Self-governance contributes to transforming the people of Machakos into better informed decision-makers armed with facts (Community Baselines Assessments (CBA), M&E data and experimental truths), values and perspectives obtained through both public and technical infrastructural input.

The following are some rights, duties and responsibilities of the citizens of Machakos that empower their participation in monitoring and evaluating the progress of their County economy, program and projects. Their indirect participation shall be demonstrated in the technical infrastructural considerations for M&E provided in the implementation chapter of this policy.

1. **Equality:** Article 27 of the Constitution provides that the state shall not discriminate directly or indirectly on any ground. M&E data for planning and budgeting purposes for either County development, engagement with donors and development partners for the County shall demonstrate the Government’s efforts to end discrimination and increase affirmative action for the most vulnerable groups and regions of Machakos County for the purpose of decreasing the inequality gap.
2. **Participatory Planning and Budgeting:** whereas the people of Machakos are involved in the mapping and assembling M&E data that concern their livelihood, they shall also be involved in the prioritization, codification and determination of the final budgeted projects and programs.

3. ***Participatory Monitoring and evaluation:*** The people of Machakos have a duty to monitor and evaluate the implementation of policies, legislation and development plans, projects and programs that concern them. Their views shall be heard and considered directly or as represented through project management committees (PMCs), village-ward-sub-County and County coordination committees and during the periodic forums.
4. ***Right to access information:*** Article 35 of the Constitution guarantees every citizen the right to access information held by the state. This includes County M&E data and related information concerning their wellbeing.
5. ***Freedom of Expression:*** Article 33 of the Constitution guarantees the freedom of expression including the freedom to seek, receive or impart information or ideas. Hence, the people of Machakos shall be empowered to share information and ideas during baseline surveys, assessments and data collection.
6. ***Right to Courtesy:*** during data collection and any survey requiring their participation the Citizens of Machakos shall be treated with courtesy and consideration.
7. ***Openness and Transparency:*** Citizens shall be informed on how National and provincial departments are run, how much they cost and who is in charge so that they acknowledge the inputs of all Governments in their development and determine how and who to voice specific information.
8. ***Empowerment:*** The people of Machakos shall be given the opportunity to influence the design and implementation of the programme and the degree to which they are given choices in Government's service offering or how the programme is implemented.
9. ***Value for Money:*** Public services shall be provided economically and efficiently in order to give citizens the best possible value for money.

### 3.0 POLICY OBJECTIVES AND STRATEGIES

The County M&E Policy outlines the 8 strategic policy objectives and the strategies that will be applied to address them.

**Overall Policy Goal:** *To improve current and future delivery of services and projects' outputs, outcomes and positive impact to the citizens of Machakos County*

**Policy objective 1:** **To monitor and facilitate utilization of reliable, timely and relevant information on development projects and programmes.**

This policy objective will be implemented through the following strategies:

- a) Empower the County staff, communities and relevant stakeholders with methodologies and tools to measure interventions with a focus on the results they want to achieve.
- b) Create an enabling environment for data collection through sensitization and community outreach programs.

**Policy objective 2:** **To measure impact and promote a culture and practice of M & E for evidence-based decision making at all levels of Government and non-state actors undertaking public development programs in the County.**

This policy objective will be implemented through the following strategies:

- a) Ensure M & E champions within the Government are able to measure and apply evidence-based approach in gathering and analysing data on Government initiatives.
- b) Training of M&E champions on general M&E reporting skills so that they can analyse and provide data under agreed M&E framework.
- c) Training on special skills M&E skills such as Cost Benefit Analysis, participatory monitoring models, participatory evaluation methods, management information system and Project planning and development.
- d) Engage M&E champions and stakeholders in the County to spearhead M&E advocacy at all levels.

**Policy objective 3:** **To enhance reporting and accountability in implementation of**

### **programs, policies and projects in the County.**

This policy objective will be implemented through the following strategies:

- a) Facilitate accountability of resources at all management levels in the provision of public service.
- b) Establishing rewards and sanctions system for compliance and non-compliance with M&E system.
- c) Maintaining a public, accessible central website containing tools, guidelines and M&E reports.
- d) Promotion on dissemination of M&E findings and lessons learnt in appropriate formats for the target audience.

### **Policy objective 4: To standardize processes and procedures used for M&E at all levels.**

This policy objective will be implemented through the following strategies:

- a) Clarify standards for performance, information and supporting regular audits of non-financial information where appropriate.
- b) Improve structures, systems and processes needed to manage performance information.
- c) Promoting quality maintenance within a decentralized system of statistics production.
- d) Encourage public institutions to evaluate their program on a regular basis.
- e) Provide guidance on general approach to be adopted when conducting monitoring and evaluation.

### **Policy objective 5: To ensure all implementing departments within the County have set aside M&E facilitation budget.**

This policy objective will be implemented through the following objectives:

- a) Set aside a budget of **1%** of development money for each program/project which will cater for site verification visits, capacity building and M&E technical infrastructure. Such facilitation shall be guided by Salaries Review Commission.
- b) Advocate for adequate budgetary provisions and work plans for training people's representatives in project management committees.
- c) Mobilize resources e.g. seeking grants and funds to enhance research,



technology and innovation in participatory planning and development.

- d) Establish a joint funding mechanism between Government, development partners and the private sector to ensure there is sufficient budget for continuity of implementing M&E activities at the County and at the decentralized levels.

**Policy objective 6: Ensure efficiency and avoid duplication in reference to projects/program done in the County by National Government, County Government and other non-state actors.**

This policy objective will be implemented through the following strategies:

- a) Collaboration with all stakeholders during project planning, implementation, monitoring and evaluation.
- b) Enhance communication among different stakeholders and development partners on projects/programs implementation.
- c) Adoption of participatory models of monitoring, evaluation, review and consultations to ensure that all development partners and stakeholders work together.
- d) Development of a County M&E secretariat involving representatives from relevant stakeholders and development partners.

**Policy objective 7: To ensure policy formulation, budgeting and planning is both people based and evidence based.**

This policy objective will be implemented through the following strategies:

- a) Involve the citizens in policy formulation to establish their needs. This can be done through public participation, stakeholder forums and submission of memoranda.
- b) Sensitizing the community on importance of identification of needs/issues so that projects and programs can be designed to genuinely transform their lives.
- c) Organize and prepare community outreach programs that reach out to the citizens to enhance participatory community involvement.

**Policy objective 8: To strengthen and streamline institutional, managerial and technical capacity for the management of development results.**

This policy objective will be achieved through the following strategies:

- a) Automation of M&E systems

- b) Strengthen M&E units in Government and non-Government institutions in the County.
- c) Participate in external surveys and bench-mark performance results with institutions with best practices.

## **4.0 IMPLEMENTATION OF MACHAKOS COUNTY M&E POLICY**

### **4.1 INTRODUCTION**

Effectiveness of programmes and projects will be achieved in the Monitoring and Evaluation within the County Government of Machakos by implementing the County M&E policy.

An interdisciplinary strategy is imperative for the successful implementation of the policy. However, the primary responsibility and accountability of implementing this policy remains a top priority of the County Government.

### **4.2 M&E METHODS AND TOOLS**

The implementation of M&E in the County will be guided by the following tools:

- a) County Indicator handbook
- b) Formal surveys
- c) Public expenditure review
- d) Public expenditure tracking surveys, Customer satisfaction surveys (CCS)
- e) Budget circulars
- f) Approved budgets
- g) Equitable development act (EDA)
- h) Public participation act (PPA)
- i) Any memoranda or petitions by interest groups and/or members of the public.

The specific Methodologies to be employed will vary depending on the nature of M&E activity. Reporting methods will be applied according to targeted stakeholders.

Monitoring the progress of projects/programmes shall involve keeping track of progress. Elements to be monitored include budgeted activities, scope, schedules,

resources and tasks to be completed. Each sector will have to come up with performance targets and ways of collecting data for specific projects/programmes.

Tools for M&E will be prepared by M&E unit. Evaluation considerations will be given on need basis. Use of consultant(s) is recognized as a valid alternative for evaluations and surveys.

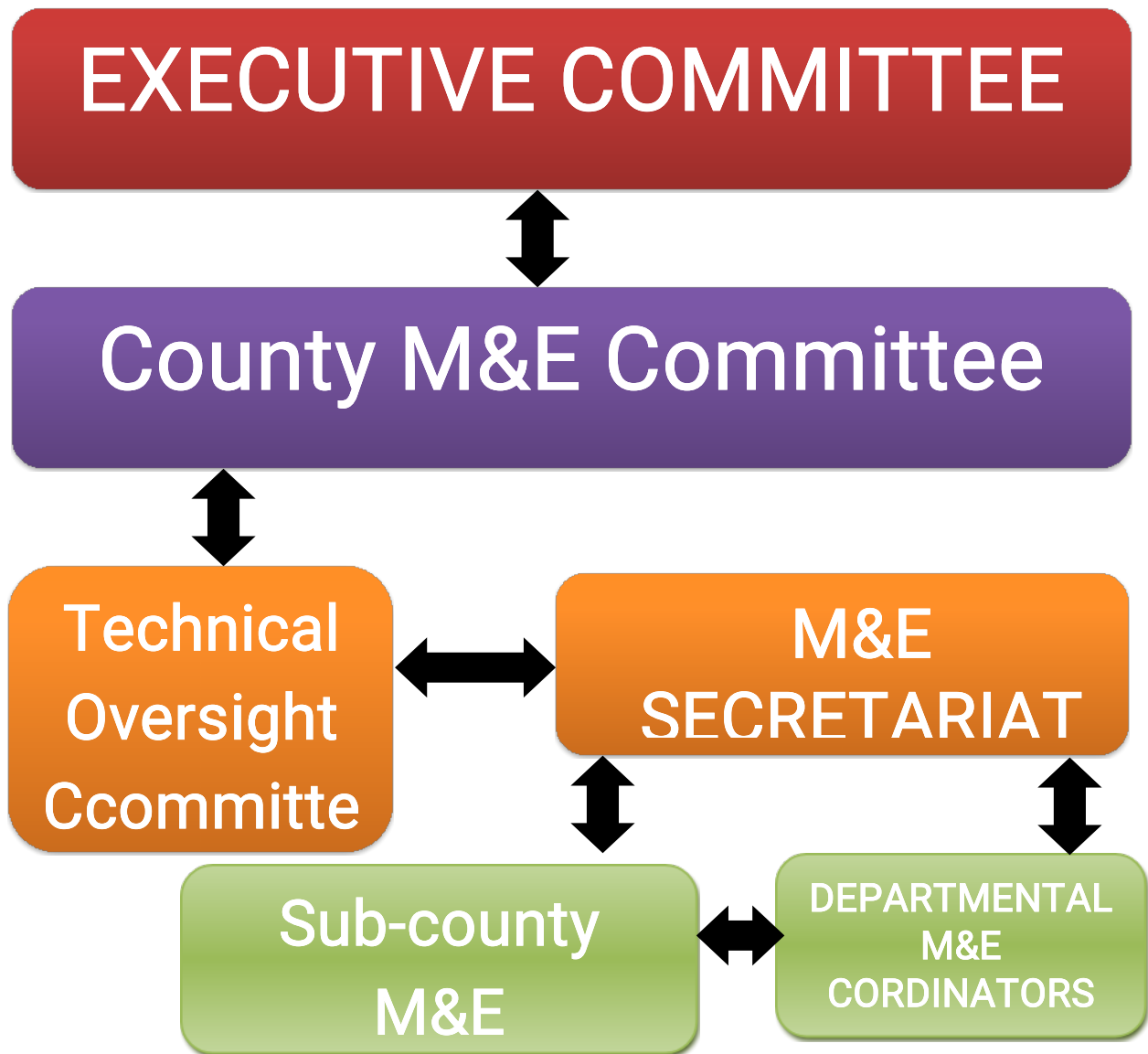
### **4.3 STRUCTURE OF COUNTY INTEGRATED MONITORING AND EVALUATION SYSTEM (CIMES)**

Effective implementation of the County M&E policy requires a number of measures. These include:

- A detailed establishment and strengthening of institutions performing M&E responsibilities in the County,
- Acting on the findings emanating from M&E,
- Linking M&E to County policies, planning and budgeting, contextual interpretation and
- A provision for review and amendment of the County M&E policy.

These requirements are necessary to keep abreast with changing trends and emerging issues.

#### 4.4 COUNTY M&E STRUCTURE



#### Defining Institutional roles and responsibilities of County M&E system

The roles and responsibilities of public institutions in respect of performance monitoring and evaluation are presented below. This will ensure proper coordination and facilitate complementarities and synergies in the M&E and ultimately improved delivery. The roles and responsibilities are defined and described in the figure below:

Figure 3:1 M&E Institutions, Roles and Responsibilities

M&E INSTITUTION	ROLES AND RESPONSIBILITIES
<p>1. County Executive committee (made up of Count Executive members)</p>	<p>The executive shall set M&amp;E tone through the following interventions:</p> <ol style="list-style-type: none"> <li>1. The County Executive should use M&amp;E findings in the political oversight of institutional performance and for ensuring that desired outcomes and impacts are achieved.</li> <li>2. They should also provide to the people of Machakos, to whom they are accountable, with detailed regular reports on the institutions under their control.</li> <li>3. Championing the M&amp;E agenda</li> <li>4. Dissemination and communication of M&amp;E findings/ reports to stakeholders</li> </ol>
<p>2. County M&amp;E Committee (CoMEC). Members of this committee will be appointed Chief officers</p>	<ol style="list-style-type: none"> <li>1. Oversee delivery of timely and quality of M&amp;E reports</li> <li>2. Review and endorse of County M&amp;E work plans and other guiding documents</li> <li>3. Mobilization of M&amp;E resources for M&amp;E work at the County</li> <li>4. Receive, review and approve M&amp;E reports from the TOC</li> <li>5. Submission of M&amp;E reports to CEC</li> <li>6. Advocate for the uptake of M&amp;E and utilization of its finding for the policy, planning and budgeting.</li> <li>7. Championing the M&amp;E agenda</li> </ol>
<p>4. Technical Oversight Committee (TOC). Members of committee will be appointed M&amp;E champions</p>	<ol style="list-style-type: none"> <li>1. Review and assess all the documents including; M&amp;E reports, M&amp;E plans, guidelines, indicators, polies etc.</li> <li>2. Ensure all work plans are consistent with the budgetary request</li> <li>3. Approve all reports and present to CoMEC</li> </ol>
<p>4. County M&amp;E secretariat</p>	<p>The County M&amp;E secretariat plays the largest role in performance of M&amp;E. They provide the technical support and ensure the implementation of M&amp;E</p>

	<p>strategies by providing expertise and support as well as acting as a service hub for related initiatives. Some more roles are provided below:</p> <ol style="list-style-type: none"> <li>1. Coordinates, supports, validates and designates as official any statistics produced by departments through surveys.</li> <li>2. Ensures production, harmonization and dissemination of statistical information</li> <li>3. Strengthen statistical capacity of planning unit in the County for data production and use</li> <li>4. Ensure best practice and adherence to standards, classifications, and procedures for statistical collection, analysis and dissemination in the County</li> <li>5. Coordinates the preparation and presentation of the County M&amp;E plans and County indicators handbook.</li> <li>6. Conducts financial, value –for- money and other audits, such as gender and environment audits, in respect of any project or activity involving public funds</li> <li>7. From time to time collaborates with the TOC in conducting project progress reports (Esp. the state of the County report, formative and final evaluations)</li> <li>8. Conducts monitoring of key Government projects/program to generate policy advice for County executives</li> <li>9. Track the implementation of County executive decisions</li> <li>10. Provides leadership in M&amp;E process and ensures proper coordination and oversight of M&amp;E activities in the County.</li> <li>11. Harmonizes and standardises M&amp;E procedures, practices and mechanisms of project management across the County.</li> <li>12. Establishes various systems for tracking the complaints emanating from projects and management</li> <li>13. Project Database management</li> </ol>
<p>5. Departmental M&amp;E coordinators/ champions</p>	<ol style="list-style-type: none"> <li>1. Establishing and maintaining M&amp;E systems, especially collecting, capturing, verifying and using data and information.</li> <li>2. Hold quarterly department performance review meetings to determine progress towards output targets. Reviews compiled and presented at the secretariat.</li> </ol>

	<ol style="list-style-type: none"> <li>3. Provide, on a quarterly basis, data and explanatory information on progress against performance indicators in relation to performance contracts and the use of appraisal tools.</li> <li>4. Ensure proper coordination and oversight of M&amp;E activities in the departments, in relation to this policy, related strategies, norms and guidance from designated County M&amp;E institutions.</li> </ol>
<p>5. Sub-County M&amp;E Committee (SCoMEC). Members of this committee shall include sub-county development officers and sub-county administrators</p>	<ol style="list-style-type: none"> <li>1. Promote M&amp;E practices in the Sub County</li> <li>2. Draft the sub-county M&amp;E reports</li> <li>3. Validate the M&amp;E data from the sub-county</li> <li>4. Approve and submit the M&amp;E reports to the County M&amp;E secretariat.</li> <li>5. Disseminate M&amp;E reports at the Sub County level</li> </ol>
<p>6. The people of Machakos County</p>	<ol style="list-style-type: none"> <li>1. In addition to CSOs and the private sector the people of Machakos are responsible for participatory monitoring, budgeting and evaluation of County performance.</li> <li>2. Citizens are the direct beneficiaries and owners of any County development.</li> <li>3. Citizens provide an external perspective on Government performance and results.</li> <li>4. 4). Citizens provide feedback to matters that impact their livelihoods as a result of Government performance and results</li> <li>5. Citizens assist Government through indigenous knowledge and other forms of assistance to strengthen its performance.</li> </ol>
<p><b>NB:</b> For efficiency purposes, it is anticipated that these committees shall meet quarterly</p>	

#### 4.4 ACTING ON M&E FINDINGS TO INFORM INTERVENTION IMPROVEMENTS

The objective of establishing County M&E systems is to produce evidence of performance and results which can inform public policy and ensure the good stewardship of resources. The County Government of Machakos will ensure the use of

data and information generated from M&E through the following.

#### **4.5 REPORTING, INFORMATION ACCESSIBILITY AND USE**

Reports produced through M&E activities, once approved, will be made easily accessible and in a timely manner to all stakeholders, including departments and citizens. The strategies for M&E communication should support the implementation of M&E system.

There shall be user-friendly strategies for responsive dissemination of County data and information including print M&E Products, presence in TV and radio stations, regular update of events and reports on website, etc.

The County Government shall advocate for upgrading of County Information Centers with printed, Internet and other ICT technologies information of County M&E.

#### **4.6 LINKING M&E TO MAKING NEW POLICIES, POLICY SHIFTS, PLANNING AND BUDGETING**

Evidences from M&E and research shall be the main basis informing decisions, plans, budgets and policy options. The alignment of the four elements: i) plans ii) budgets iii) implementation and iv) M&E data is a crucial factor in the County's effective management and ability to achieve the outcomes that are planned for. This shall be achieved through the following measures:

1. Both budgeting and planning processes shall be informed by the results of M&E or baselines, which in turn are reliant on plans with clear outcomes, outputs, logic models, theories of change, measurable indicators, and targets.
2. In order to ensure that these links between policies, planning, budgeting and M&E are in place, the Government shall strengthen the Macro Working group involved in the budgeting process.
3. Where possible budget structures shall be aligned with the structures of plans so that it is possible to track expenditure data for key elements of budget and implementation programs
4. The budget process shall be informed by M&E evidence. The ultimate aim shall be to enable the linking of expenditure to results. Information on expenditure against results can be used for benchmarking purposes and identifying poorly performing programs.
5. Policies shall be implemented through program and projects. The plans for implementation program and projects shall contain measurable goals/objectives, indicators and targets to enable effective M&E of performance.
6. The M&E systems shall ensure that project/programme plans have a clearly defined theory of change, and an explanation of the causal mechanisms of how



activities and outputs will result in the intended outcomes.

7. A good quality plan shall demonstrate a detailed diagnostic analysis of the current situation of an issue in the County and the forces at play.
8. The County M&E secretariat shall issue a Guideline on Planning of Implementation Program.
9. Quality plans shall include measurable indicators which shall be monitored during implementation.

As the custodian of the County planning function in Government, the planning Unit shall put measures in place to address this problem.

#### **4.7 ACCOUNTABILITY MECHANISMS AND CONSEQUENCES FOR POOR PERFORMANCE**

Accountability mechanisms shall include the following:

All departments shall account for use of resources under the Public Finance Act and circulars. Failure to account adequately for such resources will result in sanctions in accordance with the appropriate law. Performance information that pertains to misuse of funds or malpractice will be forwarded to the relevant authorities as follows:

1. All executive committee members will be held accountable for the achievement of targets set and agreed upon annually as documented in performance contracts and other framework papers. These will, include targets linked to the Strategic plan, CIDP, ADP, client charters and service delivery standards. Performance scores shall also impact upon the resources provided to the accountable department in future budget rounds.
2. All accounting officers will be held accountable for the use of resources set out in their Performance Contracts with their executive committee member. Failure to account adequately for such resources will result in sanctions in accordance to provisions provided by relevant laws.
3. All middle managers/heads of departments at the director level will be held accountable for the achievement of targets set and agreed upon in their Performance Contracts with their departments (and, where appropriate, related line Ministry). Success and failure to achieve set targets, upon performance appraisal, will impact upon the individual through the reward and recognition provided for in their annual PCs and relevant laws.
4. All County officers under departments will be held accountable for the achievement of targets set and agreed upon in their Performance Contracts with their directors (and,

where appropriate, related line Ministry). Success and failure to achieve set targets, upon performance appraisal, will impact upon the individual through the reward and recognition provided for in their annual appraisals.

#### **4.8 LEARNING MECHANISMS**

For proper follow up and learning in the Government, the following activities are critical:

- i. All performance reviews and evaluations will contain specific, targeted and actionable recommendations.
- ii. All target departments will provide a response to the recommendation(s) within a stipulated timeframe, and outlining a) agreement or disagreement with said recommendation(s) b) proposed action(s) to address said recommendation(s) c) timeframe for implementation of said recommendation(s).
- iii. All departments will be required to maintain a Recommendation Implementation Tracking Plan (RITP) which will keep track of review and evaluation recommendations, agreed follow-up actions, and status of these actions.
- iv. M&E Systems of the County which provide M&E oversight responsibility on the implementation of public policy and delivery of County development will monitor the implementation of agreed actions utilizing the Recommendation Implementation Tracking Plan. The executive committee plays a critical role in adopting and reinforcing recommendations for greater County performance.

## 5.0 REPORTING AND COMMUNICATION

### 5.1 REPORTING STRUCTURES AND REQUIREMENTS

Reporting of the projects/programmes shall begin at village level, then, ward level, sub-County, ministry/sector and County level in that order. The technical oversight committee will validate the County report and finally to the CoMeC Committee. Each lower level will feed information to the higher level. However, customized reports shall not follow that channel, only relevant offices shall be involved.

Coordination of reporting for each County department is the responsibility of the designated M&E officer/champion.

Analysis and reporting on annual Development plans results is a quarterly exercise, linked to implementation of projects/programmes outlined in the CIDP. Quarterly reporting shall be made not later than 15<sup>th</sup> of the next month after the end of every quarter. The relevant committees shall hold quarterly meetings to assess the progress of the projects/programmes and to facilitate reporting. Reports shall be prepared in agreed formats as shown in the CIDP projects and for specific projects.

### 5.2 DISSEMINATION OF M&E REPORTS

The County shall use both manual and modern system in tracking and reporting on the progress of the projects/programmes by adopting CIMES. Information to be shared will include M&E reports, policy reports, survey reports and service delivery data.

### 5.3 INCENTIVES AND SANCTIONS

#### 5.3.1 Incentives

- a) Staff incentive-Use of M&E experience as guide for staff recruitment, promotion and certification
- b) Ministry/departmental wards for complying with the policy
- c) Awarding a trophy for the most outstanding department.

#### 5.3.2 Sanctions

- a) Institutional cautionary letter to departments that fail to comply with M&E policy
- b) Penalize non-compliance with agreed evaluation recommendations.

## **6.0 REVIEW AND AMENDMENT OF THE POLICY**

### **6.1 POLICY REVIEW**

The County Government of Machakos shall from time to time in collaboration with the people of Machakos and other interested stakeholders review the County M&E policy to ensure that it remains relevant to changing County, National and International dynamics/ environments.

Reviews shall incorporate emerging issues and trends, both local and global that impact on the practice of M&E.

Specific policy provisions may be reviewed from time to time in circumstances where there is a major legal and policy shift.

Review of part or whole of the County M&E policy shall remain the prerogative of the County Government of Machakos.

### **6.2 INTERPRETATION AND CONTEXT**

The County M&E policy shall be interpreted in the context of Kenyan laws, mainly: Constitution of Kenya 2010, County Government Act 2012, Public Finance Management Act and other existing policy frameworks.