

# Vision

A United Prosperous Green Model County

# Mission

Promotion of Sustainable Development, Socio-economic Empowerment, Technological Innovations and Industrialization

# CORE VALUES

We are committed to upholding the following core values as the guiding principles for the operations of the county summarized as **THIIRI**:

- ❖ **Transparency & Accountability:**We shall always endeavour to be transparent, answerable and liable at all times.
- ❖ **Hardworking:**We shall be patriotic to the cause of the county and be guided by hardworking ethics in all our undertakings.
- ❖ **Integrity:**Honesty and sincerity are an integral part of our operations. We shall uphold these through strict adherence to the moral principles underlying all our policies.
- ❖ **Inclusiveness & Teamwork:**In all our undertakings, we shall have people from diverse backgrounds or communities involved in the development. All groups and citizens in the county shall be treated with equity, equality and without exception.
- ❖ **Responsiveness:**We act with a sense of urgency to address citizens' needs, make qualified decisions in time and provide fiscally responsible solutions.
- ❖ **Innovativeness:**We thrive on creativity and ingenuity. We seek the innovations and ideas that can bring a positive change to the County. We value creativity that is focused, data-driven, and continuously-improving based on results.

# Table of Contents

<b>ABBREVIATIONS &amp; ACRONYMS.....</b>	<b>v</b>
<b>GLOSSARY OF COMMONLY USED TERMS.....</b>	<b>vii</b>
<b>FOREWORD.....</b>	<b>ix</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION AND BACKGROUND.....</b>	<b>1</b>
1.1 Overview.....	2
1.2 Contextual Background.....	2
1.3 Linkages of County M&E Policy with Various Policy Documents.....	3
1.3.1 Global Level Linkages.....	3
1.3.2 Continental Level Linkages.....	4
1.3.3 National Level Linkages.....	4
1.3.4 County Level Planning.....	4
1.4 Rationale of the Policy.....	5
1.4.1 Justification.....	5
1.4.2 Legal Framework.....	6
1.5 Challenges in County M&E System.....	7
1.6 Trends in the Sector.....	8
<b>CHAPTER TWO: POLICY DIRECTION .....</b>	<b>11</b>
2.1 Overall Goal.....	12
2.2 Purpose of the Policy.....	12
2.3 Strategic Objectives.....	12
2.4 Guiding Principles of the Policy.....	13

<b>CHAPTER THREE: POLICY ISSUES AND STATEMENTS.....</b>	<b>14</b>
3.0 Overview of M&E.....	15
3.1 Policy Issue 1: Data Management.....	15
3.1.1 Policy Statements on Data Management.....	15
3.2 Policy Issue 2: Reporting.....	16
3.2.1 Policy Statements on Reporting.....	16
3.3 Policy Issue 3: Evaluation.....	17
3.3.1 Policy Statements on Evaluation.....	17
3.4 Policy 4: Communication and Information sharing (Internal and External).....	18
3.4.1 Policy Statements on Communication and Information Sharing.....	18
3.5 Policy Issue 5: Learning and Knowledge Management.....	19
3.5.1 Policy Statements on Learning and Knowledge Management.....	19
<b>CHAPTER FOUR: POLICY IMPLEMENTATION .....</b>	<b>20</b>
4.1 Legal Framework.....	21
4.2 Institutional Framework .....	23
4.2.1 Monitoring and Evaluation Roles in Meru County.....	23
4.2.2 Areas of Convergence of Economic Planning and Efficiency Monitoring Unit.....	24
4.3 Role of Stakeholders .....	25
4.3.1 National Government .....	25
4.3.2 Local, Regional and Global Institutions .....	25
4.3.3 Professional and Regulatory Bodies .....	26
4.4.4 Other Stakeholders.....	26
4.4 M&E COMMITTEES AND UNITS.....	27
4.4.1 County Monitoring & Evaluation Committee (CoMEC) .....	27
4.4.2 Sector Monitoring and Evaluation Committees (SMEC).....	29
4.4.3 Interdepartmental M&E Unit.....	30
4.4.4 Sub-County M&E Committee.....	30
4.4.5 Ward M&E Committees.....	30
4.4.6 Village M&E Committees.....	30
4.4.7 Community Based M&E Committees.....	30

4.4.8 County Assembly.....	31
4.5 Capacity Development.....	31
4.6 Financial Resourcing.....	31
<b>CHAPTER FIVE: POLICY REVIEW.....</b>	<b>33</b>
5.1 Preamble to Policy Review.....	34
5.2 Policy Approval Process by the County Assembly.....	34
5.3 Policy Evaluation.....	35

# Abbreviations & Acronyms

ADP	Annual Development Plan
APR	Annual Progress Report
CEC	County Executive Committee
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CoB	Controller of Budget
CoK	Constitution of Kenya
CoMEC	County Monitoring and Evaluation Committee
CPMS	County Performance Management System
CRA	Commission of Revenue Allocation
EMU	Efficiency Monitoring Unit
ERS	Economic Recovery Strategy
ICT	Information and Communication Technology
M&E	Monitoring and Evaluation
MED	Monitoring and Evaluation Directorate
MDP	Ministry of Devolution and Planning
MTPs	Medium Term Plans
NGO	Non-governmental Organization
NIMES	National Integrated Monitoring and Evaluation System
NSDS	National Sustainable Development Strategies
OAG	Office of the Auditor General
PFM	Public Finance Management ACT (2012)
PMS	Performance Management System

PPIs	Programmes, Projects and Initiatives
PRSP	Poverty Reduction Strategy Paper
SAGAs	Semi-Autonomous Government Agencies
SDGs	Sustainable Development Goals
SDS	Service Delivery Secretariat
SCoMEC	Sub-County Monitoring and Evaluation Committee
SMEC	Sector Monitoring and Evaluation Committees

# Glossary of Commonly Used Terms

**Activities:** Are actions taken or work performed, through which inputs are mobilized to produce outputs.

**Evaluation:** Evaluation is a systematic and objective assessment of on-going PPIs designs, implementation, results and lessons learnt in the process. Evaluation assesses to determine the degree to which they successfully meet their respective stated objectives. Evaluation aims to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability.

**Goals:** Are broad statements generally describing a desired outcome for a project. It is the broader regional, sectorial or national objective that a project and/or activity is expected to contribute towards. A broad statement of what the programme is intended to accomplish.

**Impacts:** "how have the interventions actually influenced communities and target groups". The results or consequences of achieving specific outcomes, such as reducing poverty or creating jobs.

**Indicator:** these are measures or signs that help determine if a Program, Project or Initiative is moving towards achieving the desired results. They are either quantitative or qualitative and answer the question: "How will we know success when we see it?"

**Inputs:** Are the financial, human, material and information resources used to produce outputs through activities and to accomplish outcome.

**Monitoring:** Monitoring is a systematic process of process of collecting, analysing, reporting and utilizing data on Programmes, Projects and Initiatives (PPIs), inputs, activities, outputs, outcomes and impacts, as well as external factors to assess their progress and performance. These data - either for a specific period of time or at specified intervals – aims at providing regular feedback to the Service Delivery Secretariat (SDS), managers, decision makers, Internal and External Stakeholders to pin-point progress or constraints so as to adjust PPIs activities as and when needed.

**Monitoring and Evaluation:** is a systematic process of collecting, analysing and utilizing information on PPIs with the aim of tracking progress towards achievement of the PPI's objectives and results.

**Non-State Actors:** Are development partners who include Civil Society Organizations, Private Sector Organizations, Foundations, Faith Based and Community based Organizations.

**Projects:** is a planned undertaking of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aim at achieving a common goal from a programme.

**Programmes:** series of interrelated projects with a common overall objective. A time bound intervention which cuts across sectors, themes or geographic areas; uses a multidisciplinary approach; involves more institutions; and may be supported by several different funding sources.

**Results:** Outputs, outcomes, or impacts, either Intended or unintended, positive or negative of a development intervention.

**Objectives:** Are measurable statements about the end result that a project/programme is expected to accomplish in a given period of time. What the project specifically aims to achieve. A well-worded objective will be Specific, Measurable, Attainable/Achievable, Realistic and Time-bound (SMART). Difference between 'goal' and 'objective' is that 'objective' is a specific object of an effort, while 'goal' has an inspirational element and is more general and broader.

**Outputs:** immediate result from conducting an activity (i.e. goods and services produced).

**Outcomes:** the medium-term results for specific beneficiaries which are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives as set out in its plans. In other words, "what we wish to achieve'.

**Strategy:** it is the overall direction and scope in the long run; which enhances competitiveness in a changing environment through its alignment of both intangible and tangible resources with the aim of gratifying stakeholders' aspirations.

**Stakeholder(s):** Specific people or groups who have a stake in the development and implementation of the policy. Normally, stakeholders could include state and non-state actors and the Kenyan citizens.

**Target:** Planned level of an indicator achievement



# Foreword



**T**he Fourth Schedule in the Constitution of Kenya stipulates the county policy formulation

As a function of the County Government. The legal mechanisms spelt out in the Constitution of Kenya, have necessitated the development of a Monitoring and Evaluation (M&E) system in the county. The constitution requires adherence to principles of good governance and transparency in the management of public programmes/projects. For devolution to succeed in the county, performance monitoring and evaluation are fundamental development and service delivery tools for leaders at all levels. This will tremendously increase development results and how they can best be measured.

By coordinating our efforts, we intend to accelerate progress in the county to achieve a high quality of life for all residents and Kenyans at large. We also intend to create a strong feedback mechanism that will regularly provide county residents with good quality and timely monitoring evaluation (M&E) information regarding implementation progress of flagship and other development projects and programmes.

The policy document is predominantly intended to assist the county in the design and implementation of M&E plans for the policies, projects and programmes in the CIDP being implemented in the county. The policy will also serve as a useful reference for the county development agencies, national and international initiatives as basis for design, implementation, monitoring and evaluation of county plans.

The County Monitoring and Evaluation policy has been developed after extensive consultations and dialogue with relevant stakeholders including both state and non-state actors.

The key recommendations of the policy and which have to be implemented in full are:-

- a) Each project or programme will be required to set aside 2% of the programme /project budget to cover M&E expenses
- b) Continuous capacity building for M&E
- c) Involvement of all Stakeholders (public sector, media, private sector, NGO's and community).
- d) Regular reporting and feedback through regular county reports and forums.
- e) M&E to be done from the ward level to the county level through structured committees.
- f) County performance management for staff to be linked to the CIMES.
- g) County M&E results to be linked with the National framework i.e. the NIMES.
- h) Need for the policy review at least once in every 5 years.
- i) Promotion of knowledge and learning through the use of county M&E reports.

I am confident, that the policy upon implementation will be an efficient and effective framework for monitoring and evaluation in the county and will facilitate fast tracking of service delivery to citizens within the county. Subsequently, it is our collaboration, cooperation and hard work that will make certain the aspiration of the people of Meru as stipulated in this policy.

**HON. KIRAITU MURUNGI**

**GOVERNOR, MERU COUNTY**

# Acknowledgements



I take this opportunity to appreciate all those persons, who sacrificed their time and skills in the formulation of this policy. I would like to specially, acknowledge the unrelenting efforts portrayed by all the departments and directorates in this noble process of shaping the future of our county. The county applauds the Office of the Governor and the Deputy Governor for the immense support and contribution they have given towards formulation of this policy.

The unveiling of this policy is a clear statement that Meru County Government has embraced the desired best public sector practices in becoming a united green prosperous model county. I know it has been a long journey in the policy formulation process but with determination and resilience, all our efforts have not been in vain.

Most specially, the County is indebted to the Governor, Meru County, and H.E. Kiraitu Murungu for providing strategic leadership in this policy. We appreciate the County Assembly for the enormous inputs and support towards this exercise. Exceptional gratitude is owed to the Department of Finance, Economic Planning & ICT and the Directorate of Efficiency Monitoring Unit (EMU) for initiating and following through the formulation of the policy up to successful completion. Specifically, I would like to thank Kenneth N. Ruteere (Director, Economic Planning) and Patrick Kigunda (Director, EMU) for spearheading in this noble process.

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**HON. TITUS NTUCHIU**

**DEPUTY GOVERNOR &COUNTY EXECUTIVE COMMITTEE MEMBER**

**DEPARTMENT OF FINANCE, ECONOMIC PLANNING AND ICT**

**MERU COUNTY GOVERNMENT**

**01**

**INTRODUCTION  
AND  
BACKGROUND**

## **1.1 OVERVIEW**

The County Monitoring and Evaluation Policy articulates the County Government of Meru's commitment to accountability for development results; defines mechanisms for measuring the efficiency and effectiveness of public policies, programmes and projects; provides channels for policy implementation feedback hence efficient allocation of resources. It also sets the basis for a transparent process by which the citizenry and other development stakeholders can undertake a shared appraisal of results and outlines the principle for a strong M&E system as an important instrument for driving the achievements of programmes underpinning the Kenya Vision 2030 as implemented through the Medium Term Plans (MTPs), the Meru County Integrated Development Plan (CIDP) and other county plans.

The policy articulates the Meru County Government's commitment to promote participation and inclusiveness by public sector institutions, civil society, the private sector and development partners in Monitoring and Evaluation of County development programmes and projects from the village level up to the county level. In addition, the policy outlines the roles and responsibilities of the various stakeholders involved in implementation of programmes and projects within Meru County by bringing together the producers and users of information to ensure a coherent system.

## **1.2 CONTEXTUAL BACKGROUND**

The first attempt to put in place a comprehensive Monitoring and Evaluation (M&E) System in Kenya came with the Poverty Reduction Strategy Paper (PRSP) in 2000, the precursor of the Economic Recovery Strategy for Wealth and Employment Creation (2003-2007), popularly known as ERS. The ERS took on board the need for a fully-fledged national M&E system and its institutionalization. This was enhanced by the adoption of the M&E tools in the implementation of government programmes/ projects by making the inclusion of monitoring and evaluation activities mandatory in the ministerial and institutional strategic plans, which all public institutions were required to develop since 2003.

Since the inception of devolution through the Kenya Constitution 2010 which created devolved units of governance, Meru County Government has been undertaking various development programs. While the monitoring and evaluation function has been conducted in various County Government development programmes and projects, it has not been prioritized by individual departments thus resulting in ineffective performance measurement processes and reporting. Further, the county institutional monitoring and evaluation reports are not effectively shared. In recognition of this weakness and while emphasizing the importance of M&E in the implementation of policies, programmes and projects; there is a need to embed a strong monitoring and evaluation process in the implementation of the County development programs and projects which therefore necessitates the need for a clear policy guideline.

### **1.3 LINKAGES OF COUNTY M&E POLICY WITH VARIOUS POLICY DOCUMENTS**

This document is consistent with the aspirations of the Sustainable Development Goals (SDGs), Africa Agenda 2063, Kenya Vision 2030, Medium Term Plans, Spatial plans, Sectoral plans, Urban and City plans, County Integrated Development Plan (CIDP) and other various County plans. It also aims at harmonizing the County performance management system in line with the County Performance Management System proposed by the Council of Governors.

#### **1.3.1 Global Level Linkages**

The SDGs and the Post-2015 Development Agenda requires governance frameworks such as those advanced by National Sustainable Development Strategies (NSDS) and integrated development plans to connect across sectors, issues and goals. There is the need to synchronize SDGs in the interest of pulling in the same direction on critical global issues, national and County-level differentiation via sub goals and targets. Where possible, indicators related to common goals should be the same, so that higher-level aggregation and comparisons are possible. Therefore, the County Government of Meru will engage economic planning and Statistical offices to identify potential SDG indicators and review how the County is contributing to their achievement, progress being made on them and their resultant effects to Making Meru Great.

### **1.3.2 Continental Level Linkages**

This Policy also takes into consideration and borrows from the objectives of the Monitoring and Evaluation framework for Africa Agenda 2063 implementation. Some of the areas referred to include: reinforcing the culture of managing for results, enhancing accountability by setting targets for various implementing units and providing the incentives for them to attain the goals set for them. This will enable the County M&E system to identify the cause of non-performance and make rectifications through the evaluation process. Such a process will contribute to the success of the County M&E system as entrenched in the Africa Agenda 2063 implementation framework.

### **1.3.3 National Level Linkages**

In the year 2003, a National Integrated Monitoring and Evaluation System (NIMES) was conceptualized as the mechanism for the government of Kenya to monitor the implementation of the Economic Recovery Strategy (IP-ERS). With the establishment of the Counties, the County Integrated Monitoring and Evaluation System (CIMES) will be developed by this policy to collaborate with the NIMES in order to track development results at the County level. The policy will enhance the tracking of programmes and projects outcomes based on the indicators captured in the vision 2030 plan and the Big Four Agenda for the National Government. The policy will also strengthen efficiency in utilization of resources and contribute to the timely realization of results leading to speedy development in the country. The Meru county M&E Policy will complement other Government policies by providing timely and regular information for evidence-based decision making geared towards achieving the Kenya Vision 2030.

### **1.3.4 County Level Planning**

The policy is to provide the County with a reliable mechanism to measure progress of the County Development goals as well as measure the efficiency and effectiveness of Programmes, Policies and Initiatives while providing a platform for the operationalization of the Meru County Monitoring and Evaluation System (CIMES). It will also help formulate a framework on which the County with progress on implementation of PPI's in order to efficiently allocate adequate



resources over time; set the basis for a transparent process by which the County and stakeholders can undertake a shared appraisal of results as well as provide timely and accurate information to address budgetary needs and seek external support. This policy helps to align the Meru county vision 2040, CIDP and all priority programmes and projects to support the realization of outcomes and impacts as envisaged in all the county planning documents.

## **1.4 RATIONALE OF THE POLICY**

### **1.4.1 Justification**

The County Government of Meru is keen to embrace Monitoring and Evaluation (M&E) as a necessary facet of its planning and policy/project/programme implementation framework. The department/s of Economic Planning and Monitoring and Evaluation at the county level carry out the responsibility of ensuring projects and programmes in the CIDP are tracked and monitored. The departments believe that effective performance management of development programmes and initiatives can only be achieved through continuous and systematic tracking of the County Integrated Development Plan. Hence it's important to develop a policy and a legal framework to ensure that the county benefits from this important management tool. This policy will guide the establishment of M&E offices, their staffing and building up of requisite capacities. The policy will also operationalize the County Integrated Monitoring and Evaluation System (CIMES) of the County Government of Meru. Once operational, accurate and documented M&E information/data will play a critical role of reviewing, scaling up, or discontinuing policies, projects and programmes that deviate from achieving targeted results that aim at improving the welfare of Meru County residents as captured in the CIDP and any other planning documents.

Moreover, the National Government through the Monitoring and Evaluation Directorate (MED) of the Ministry of Planning and National Development has developed a National Integrated Monitoring and Evaluation System (NIMES) which Counties have to link to that captures and collates the overall development of Kenya's economy. Through the County Policy for M&E, this vital linkage will be established. The policy will be mainly implemented by the County departments and Semi-autonomous Government Agencies (SAGAs). The county will also establish

strong linkages with state and non-state actors who are also implementing/managing projects and programmes in the county.

In addition, under Section 47 of the County Government Act, the county executive committee is expected to design a performance management system which will evaluate performance of the county public service in relation to the implementation of county policies, projects and programmes. The policy will thus enhance both individual and corporate accountability in service delivery in the county to improve the quality of life for the people of Meru. The Meru County Integrates Monitoring and Evaluation System to be established through this policy shall be linked to the County Performance Management System (CPMS).

#### **1.4.2 Legal Framework**

The legal mechanisms spelt out in the Constitution of Kenya, have necessitated the development of Monitoring and Evaluation (M&E) systems for County Governments. The Constitution requires adherence to principles of good governance and transparency in the conduct and management of public programmes/projects. Further, performance monitoring and evaluation are pivotal development and service delivery tools at all levels. Thus the focus should be on development results and how they can best be measured. The M&E policy plays a critical role in ensuring efficiency of utilization of resources for effective realization of development results as stipulated in the Constitution of Kenya 2010 and the Kenya Vision 2030.

Section 108 of the County Government Act 2012, requires that the County Integrated Development Plans (CIDP) be developed and further provides for monitoring and evaluation of the projects; and also outlines clear reporting mechanisms. Sections 109, 110, and 111 provides for various plans to be prepared namely; County sectoral plans, County Spatial plans and the city or municipality plans. These plans therefore provide for mechanisms for monitoring and evaluation of projects at the respective levels.

Section 104 of the Public Finance Management Act 2012, provides that the County Treasury shall monitor, evaluate and oversee the management of public finances and economic affairs of the

county government. Section 8 of the Intergovernmental Relations Act also details the functions of the Summit to include evaluating the performance of national or county governments and recommending appropriate action; receiving progress reports and providing advice as appropriate; and monitoring the implementation of national and county development plans and recommending appropriate action among other functions.

## **1.5 CHALLENGES IN COUNTY M&E SYSTEM**

- a) **Weak M&E culture:** Many implementation units in Meru have different ways of carrying monitoring their PPI's. There's also a very weak culture of M&E across Departments and various implementation units in the County. As such it is hard to determine whether M&E influences decision making in the County Government at all levels of implementation. Consequently, M&E is not appreciated, adequately planned and budgeted for in PPIs as it should.
- b) **Weak M&E reporting:** Various implementation units in the county have fragmented and uncoordinated M&E functions whose reporting structures are also not clear. As a result, this makes it hard to get comprehensive information from the implementing units.
- c) **Weak institutional, managerial and technical capacities:** Most implementation units in the county lack the structures as well as requisite skills and capacity to carry out effective monitoring and evaluation of PPIs.
- d) **Inadequate data management systems:** Routinely collected M&E data are rarely analyzed, utilized or submitted in time for use in decision making. In addition, progress reports are often not disseminated to cover all the stakeholders, which limit their use.

**e) Inadequate allocation of financial resources to carry out M&E functions:** Inadequate resources limit the collection of data and compilation of the same in a timely manner thus making it hard in decision making in the County.

**f) Lack of a Code of Conduct that governs M&E functions.** The implementation units in the county lack standards that guide the collection and analysis of all data sets as well as reporting, dissemination and utilization of findings. There's also lack a clear guiding framework on partner engagement and feedback mechanisms. As a result sometimes there is delay in reporting thus late decision making in the county.

## **1.6 TRENDS IN THE SECTOR**

### **a) Convergence of evaluation and social impact approaches**

This convergence of evaluation and social impact approaches promises to link organizational goals and missions with project outcomes. Discussions are focused on methodological innovation and new resources for development programming. . The increase in number of Public Private Partnerships in the public sector will also likely result in a focus on economic returns and benefits resulting in adaptation in M&E methodologies to accommodate these demands. Subsequently M&E will practitioners will need to update their skills.

### **b) Smart design and the rating of programs by strength of evidence**

While many may associate SMART (Specific, Measurable, Assignable (or Achievable), Realistic and Time bound) as an acronym associated with indicator selection. It goes beyond deciding whether a program works to ranking programs by how strong the evidence or research design is that evaluated the program using standards of evidence. This is a trend to watch since building knowledge comes from findings of multiple studies conducted over time.

### **c) Use of mixed methods rather than the "gold standard"**

While some still believe that randomized experiments are the "gold standard," mixed methods have emerged not just as a group of "procedures" combining both qualitative and quantitative

data, but also as a design set of methodologies in its own right with its own professional association. There are now multiple ways to demonstrate impact using counterfactuals and multiple data types for context and triangulation.

**d) Use of evaluation and shared measurement platforms rather than “standard indicators”**

While many development projects still work with spreadsheets and pencil and paper records, there are new, low-cost options that make data more available for learning and immediate feedback rather than stored in an external evaluator database. This is a trend to watch because the capacity for integrating evaluation with monitoring is key for adaptive programming.

**e) Public-private partnerships for programs and financing**

There is an increasing recognition of the involvement of the private sector in development programs out of the realization that governments are not able to accomplish all development goals as well as due to the impact of various industrial processes such as climate on economies. Subsequently, it's important to include the private sector in measuring development effectiveness.

**f) Responsible data rather than open data sharing**

Rather than open-data-by-default where all data is shared publicly, increasingly the collection, use, and storage of data “assets” must take cognizance of privacy and confidentiality concerns in ways that create responsible data. This is a trend to watch because the ethics of data require a different model in today's interconnected world and especially in closing spaces and conflict areas where third party use of data may be irresponsible.

**g) Increased demand for accountability**

Increased pressure from bilateral donors to demonstrate the value of aid to the contributing taxpayers in the form of results has been on the increase with an equally high demand for accountability. Citizens have also been demanding for accountability necessitating the establishment and strengthening of the M&E function in the public sector. There's also an

emerging trend amongst donor agencies linking aid with trade and provision of evidence that demonstrates what will be asked for.

**h) Human-centered and participatory designs rather than inflexible, top-down log frames**

Human-centered design includes the stakeholders in the data collection, evaluation design and reporting– a process that increases ownership. This is deeply embedded in Kenya’s constitution which requires public participation in all aspects of development. This is a trend to watch because this approach ensures buy-in, improves performance measurement processes and standards at all levels and is important in understanding the complex operating environment in which develop programs are being implemented.

**i) Gender-responsive and inclusive programming**

There’s an increasing recognition of the important role of gender in programming both in the public and private sector. Planning, implementation and monitoring through an all-inclusive and gender lens are crucial for sound programming. Unless the principles of gender responsiveness and inclusivity are considered during the design phase, it becomes difficult to monitor, evaluate and report on the same. Gender disaggregated indicators are now key in M&E frameworks.

**j) Including the evaluator as a partner rather than an end-of-project ex post facto external evaluator**

It is now recognized as a best practice that better program design and management occurs when the evaluator is engaged at the outset and can advise how interventions are designed to improve evaluability, risk management and the ability to achieve outcomes and overall impact. This is a trend to watch as internal independent evaluation models are proving valuable when combined with the accountability check of external evaluation.

**02**

**POLICY  
DIRECTION**

## **2.1 OVERALL GOAL**

The overall goal of this policy is to provide an enabling environment for an effective and efficient county M&E system that facilitates achievement of County development goals.

## **2.2 PURPOSE OF THE POLICY**

This policy is intended to establish a framework for a structured approach and to create an enabling environment to undertaking monitoring and evaluation for policies, projects and programmes in the county. The policy will cause the provision of standard guidelines for stakeholders involved in implementing and managing monitoring & evaluation in Meru County.

## **2.3 STRATEGIC OBJECTIVES**

- a) To promote a culture and practice of M&E for evidence-based decision making at all levels of government and non-state actors undertaking development programmes through enhancing M&E Information Education and Communication, at all levels and creation of an enabling and conducive environment for implementation of M&E,
- b) To identify M&E champions in the county, to spearhead M&E advocacy at all levels.
- c) To define minimum standards and requirements for M&E at all levels.
- d) To ensure all implementing agencies within the county have M&E budget for each Programme/project by making sure that State and Non-State Actors set aside at most 2.5% of all development budget for M&E.
- e) To enhance efficiency and avoid duplication: M&E technical infrastructure should use the same integrated platform as CIMES wherever possible.
- f) To strengthen reporting and enhance accountability for performance in implementation of programmes, policies and projects within the county by establishing a rewards and sanctions system for compliance and non-compliance with M&E system on programme/project implementation and enhancing standardized reporting.
- g) To ensure policy-making, budgeting, and planning is evidence-based.
- h) To strengthen and streamline institutional, managerial and technical capacity to manage for development results through automation of M&E systems. Establishing and



Strengthening M&E units in government and non-governmental institutions within the county.

- i) To undertake an institutional review to align M&E organizational structures to the delivery of organizational mandate. Develop technical and managerial competencies on M&E and operationalization and standardization of M&E coordinating structures in institutions within the county.

## 2.4 GUIDING PRINCIPLES OF THE POLICY

The policy will provide guidance on how stakeholders will conduct M&E in the County. Principles guiding this policy include:

- a) **Transparency:** The County shall ensure full disclosure of information on policies, programmes and projects including financial resources allocated.
- b) **Accountability:** All resources utilized for development purposes are accounted for and results realized disseminated in formats that are easily accessible to all stakeholders.
- c) **Ownership:** All stakeholders will have the opportunity to participate in planning, implementation, monitoring, evaluation and reporting of development results.
- d) **Partnerships and collaboration:** The County shall ensure collaboration of government, development partners and citizenry in development planning and execution for the benefit of the people of Kenya.
- e) **Credibility:** The County shall ensure reliability of information and data thus making monitoring and evaluation credible. M&E reports to reflect consistency and dependability in data, findings, judgments, and lessons learnt, with reference to the quality of instruments, procedures and analysis used to collect and interpret information.
- f) **Independence:** The County shall ensure independence of evaluation where necessary, in line with international best practice.
- g) **Gender, equity and climate-responsive:** The County shall ensure that these are integrated in M&E as cross-cutting issues of special focus.
- h) **Mainstreaming:** The County shall ensure that M&E is integrated in all development programmes and projects across the country.

**03**

**POLICY ISSUES  
AND STATEMENTS**

### **3.0 OVERVIEW OF M&E**

This M&E policy will provide guidance for all agencies and departments of the county government, as well as other state and non-state actors implementing development programmes and projects within the county. The policy will facilitate reporting and feedback on the progress of implementation of development programmes and projects at the village, ward, sub-county and county levels. The implementation of policy will be managed by the Department of Finance, Economic Planning and ICT in collaboration with the Efficiency Monitoring Unit. However, for the implementation to be successful, commitment and the active support of all departments and stakeholders will be required.

This chapter highlights the issues relating to Monitoring and Evaluation in the county and outlines the policy statements and commitments of the county government.

### **3.1 POLICY ISSUE 1: DATA MANAGEMENT**

The county faces a huge gap in the management of data, a phenomenon that makes it difficult to undertake reliable monitoring and evaluation of programmes, as well as to inform evidence based planning. Data management is an administrative process that includes acquiring, validating, storing, protecting and processing required data to ensure the accessibility, reliability and timeliness of the data for county plan implementers. A sound data management system is imperative for an effective M&E function.

#### **3.1.1 Policy Statements on Data Management**

The County Government shall;

- (i) Develop/acquire requisite digitized data collection tools and equipment for accurate and timely data collection, analysis, dissemination, utilization and archiving
- (ii) Develop and ensure adherence to all ethical practices in data management
- (iii) Ensure robust data collection processes from all implementation units to facilitate comprehensive real time data gathering.

- (iv) Establish a comprehensive mechanism and processes for proper data collation and analysis to inform programming, policy and evidence based decision making
- (v) Establish a data management center for all data sets- encompassing data storage and archiving
- (vi) Ensure all implementing units store all data and information gathered to ensure robust trend analysis.
- (vii) Establish procedures and clear guidance for data privacy and security
- (viii) Continually train officers dealing with data management.

### **3.2 POLICY ISSUE 2: REPORTING**

Reporting is a very essential part of an effective M&E process as it provides an elaborate means of communicating to various stakeholders on the implementation status of planned programmes and projects, not only as a matter of accountability, but also as a means to make informed changes to ensure achievement of anticipated results. The county government however lacks an elaborate and consistent reporting structure/mechanism. The M&E Policy shall ensure establishment of a robust reporting mechanism as outlined in the policy statement on reporting.

#### **3.2.1 Policy Statements on Reporting**

The county Government shall;

- (i) Develop standardized reporting formats and reporting processes with clear timelines for effective monitoring and evaluation;
- (ii) Establish a structured reporting framework where one person will be appointed from each M&E Committee at all levels to coordinate the development of the reports, verify findings and spearhead the utilization of the findings to improve programming and for decision making;
- (iii) Develop and acquire automated systems for real time reporting and information sharing. This will include web-based interactive programs that allow meaningful citizen engagement and feedback from the public and other stakeholders.

- (iv) Establish a county central repository for M&E information in the Directorate of Monitoring and Evaluation, in consultation with all stakeholders. This shall provide a single platform for accessing reports and studies on PPIs implemented in the county; and
- (v) Continually build capacity of all County Officers on reporting standards.

### **3.3 POLICY ISSUE 3: EVALUATION**

Evaluation mainly focuses on whether the stated programme/project interventions are efficient and effective in meeting stated goals. It includes assessments on prioritized PPIs to ensure active engagement of stakeholders in the process. Lack of appropriate tools to measure outcomes and the tendency to set unrealistic usually very ambitious goals constitute the major challenges in conducting meaningful evaluation in the county. The absence of systematic process for implementing evaluation recommendations once done is also a challenge for the County Government of Meru.

#### **3.3.1 Policy Statements on Evaluation**

The County government shall;

- (i) Generate standards and guiding principles for undertaking evaluation at all levels.
- (ii) Carry out the assessment of the relevance, effectiveness, efficiency, sustainability and strategic alignments of development policies, programmes & projects and county government operations
- (iii) Ensure systematic periodic reviews for PPIs are conducted
- (iv) Ensure that budgetary provisions for evaluation are secured in every Budget cycle
- (v) Enhance capacity building to ensure internal and external stakeholders participate in all phases of planning, data collection, analysis, reporting, feedback, dissemination, follow-up, action and review
- (vi) Develop and ensure adherence to ethical practices in monitoring and evaluation practices.

### **3.4 POLICY 4: COMMUNICATION AND INFORMATION SHARING (INTERNAL AND EXTERNAL)**

An elaborate M&E process includes effective communication and information sharing on the implementation of policies, programmes, projects and initiatives, and also takes into account the audience, feedback mechanisms and context. It entails feedback mechanisms to articulate stakeholders and beneficiaries perceptions of the progress of implementation of the CIDP in terms of the quality, timeliness and cost of service delivery. The county lacks a functional mechanism for feedback and dissemination of information at all its administrative levels.

Particularly, the following have been pointed out as the prominent challenges;

- a) Weak Inter and Intra departmental sharing of information
- b) Lack of harmonized communication channels between the County and stakeholders
- c) Inadequate channels for dissemination of findings, recommendations and action taken
- d) Lack of clarity on responsibility for sharing different types of data and information
- e) Packaging of data information in the appropriate format and content to reach different audiences
- f) Absence of a clear county communication policy.

#### **3.4.1 Policy Statements on Communication and Information Sharing**

The County government shall;

- (i) Develop a comprehensive communication strategy that takes into consideration both internal and external stakeholders
- (ii) Package information in appropriate formats for different audiences/interest groups
- (iii) Convey information and respond to requests by stakeholders through appropriate communication channels
- (iv) Ensure that all assimilated information reaches intended recipients and encourage effective utilization
- (v) Prepare and disseminate a popular version of this policy document.

### **3.5 POLICY ISSUE 5: LEARNING AND KNOWLEDGE MANAGEMENT**

Knowledge management is key for continuous institutional improvement. It involves the process by which institutions gain a better understanding from experience, preserve the information and apply it to improve performance. The culture of knowledge banking is missing in the county. M&E is a key function for generating new knowledge as well promoting a learning culture and application of lessons learnt for continuous improvement.

The visible challenges the county is experiencing in this area include;

- a) Effective internal learning process at all levels within the county government
- b) Managing community engagement, participation and quality of interaction
- c) Inadequate forums for the public to share their knowledge and views
- d) Making relevant content easy to find and utilize
- e) Storage, assessment, sharing, refinement and creation of knowledge
- f) Right knowledge, right time, right recipients
- g) Clarity on the custodian of knowledge management.

#### **3.5.1 Policy Statements on Learning and Knowledge Management**

The County Government shall;

- (i) Encourage processes to draw insights from data and knowledge generated from implementation of PPIs
- (ii) Ensure uptake of M&E findings, lessons learnt and recommendation in decision making at all levels to improve service delivery.
- (iii) Establish a unit responsible for learning and knowledge management.
- (iv) Facilitate stakeholders' forums to share lessons learnt, emerging trends and innovations in various sectors to improve service delivery.

# 04 POLICY IMPLEMENTATION



## 4.1 LEGAL FRAMEWORK

### 4.1.1 Preamble

In order to effectively implement this policy, laws and regulations will play a crucial role in operationalization of the policy statements. The transition to devolved institutions has allowed Meru County to take an initiative in developing this policy as anchored on legal the framework both at National Government level and as per the functions of the county governments. The legal framework for M&E is based on a number of laws at National Government level and therefore requires to be customized to county operations.

The Constitution of Kenya, 2010 (CoK, 2010) has several requirements for monitoring, evaluation and reporting from various public offices. It lays emphasis on transparency, access to information, integrity and accountability that all state offices are required to adhere to. The scope of Monitoring and Evaluation is derived from the provisions related to planning under articles 10, 35, 56, 174, 185, 201, 203, 225, 226 and 227 of the Constitution of Kenya. The need for monitoring, evaluation and reporting in anchored in Articles 59, 67, 88, 132, 153, 183, 211, 213, 228, 234, 240, and 254, and the Sixth Schedule to the Constitution.

These requirements for monitoring, evaluation and reporting are to facilitate:

- a) Progress towards implementation of national values and principles of governance in Article 10 and the values and principles of public service in Article 232 of the Constitution
- b) Implementation of the Bill of Rights (Chapter 4 of the Constitution) and especially the progressive realization of socio-economic rights in Article 43 of the Constitution
- c) Leadership development and integrity, including leadership accountability for results in Chapter 6 of the Constitution
- d) Effective and meaningful participation of the people in governance and legislative issues affecting their lives as required by Articles 10, 118 and 196
- e) Effective implementation of the system of Devolved Government as provided in Chapter 11 of the Constitution
- f) Effective public service delivery underpinned by performance management as required by Article 232 of the Constitution
- g) The requirement in Article 132(1)(c) and 183(3) for the President and each Governor to annually report on the progress of implementation of National

Values and Principles of Governance and implementation of national and county development initiatives.

In addition, to the Constitution, Article 108 of the County Government Act 2012 also outlines some M&E functions related to planning. This indicates that the County Integrated Development Plans should have clear goals and objectives; with clear outcomes and provisions for Monitoring and Evaluation; and clear reporting mechanisms.

In terms of public financial management, Part IV of the Public Finance Management Act 2012 (PFM Act 2012) outlines the County Government responsibilities with respect to the Management and Control of Public Finance. Section 104 states that "Subject to the Constitution, a County Treasury shall monitor, evaluate and oversee the management of public finances and economic affairs of the county".

On the other hand, Section 8 of the Intergovernmental Relations Act (2012) outlines the role of monitoring and evaluation at Summit at the national level. Some of the functions of the Summit that relate to monitoring and evaluation include: - evaluating the performance of national or county governments and recommending appropriate action, receiving progress reports and providing advice as appropriate, monitoring implementation of national and county development plans and recommending appropriate action and considering reports from other intergovernmental forums and other bodies on matters affecting national interest. This provides another link on monitoring and evaluation between the county and national level.

There are various legislations that point to the need for Monitoring and Evaluation at national level which emphasize the important role of the M&E function. However, the country does not have a Monitoring and Evaluation Act and reference is made in other provisions of the law especially in planning. Many counties also do not have M&E legislations. There's therefore need for concerted efforts to address the gaps in the legislative framework. While Meru County has now developed a policy to guide the M&E function with plans underway to develop a Monitoring and Evaluation Framework, it will be important for the county to develop an Act that helps to legislate the various proposals outlined in this policy. Meru County is keen to establish the Meru County M&E Act to help actualize this policy. Meru County will also review its M&E Policy over time as various Acts and Bills related to M&E are passed e.g. the Data Protection Bill, 2018, the Statistics Act,

2006 and the County Statistics Bill of 2016. This will ensure that the M&E processes and system within Meru County are in line with the national level framework.

## 4.2 INSTITUTIONAL FRAMEWORK

Meru County has a robust team that is responsible for the Monitoring and Evaluation function. This is comprised of the Economic Planning Unit as well as the Efficiency Monitoring Unit. M&E specialists are also attached to each department to help strengthen the M&E function. The roles of monitoring and evaluation for the Economic Planning, Efficiency Monitoring Unit and various Departments are outlined in the table below:-

### 4.2.1 Monitoring and Evaluation Roles in Meru County

Economic Planning	Efficiency Monitoring Unit	County Departments
<ul style="list-style-type: none"> <li>▪ Develop capacity of County staff to undertake M&amp;E</li> <li>▪ Develop and rollout systems and processes to monitor and evaluate (including computerized systems)</li> <li>▪ Coordinates integrated monitoring and evaluation of county development programs and project</li> <li>▪ Ensures alignment of the monitoring and evaluation function to CIDP, proposed Meru Vision 2040, MTP, Vision 2030, Agenda 2063 and SDGs (relevant M&amp;E indicators)</li> <li>▪ Liaise with departments in collection of data</li> <li>▪ Ensures storage of all county data</li> <li>▪ Ensures dissemination and updating of information gathered by the monitoring and evaluation unit for future planning processes</li> <li>▪ Conduction of collaborative (with various departments) Research such as feasibility studies/citizen satisfaction scorecards</li> <li>▪ Ensures meaningful engagement of citizens in the CIDP preparation and implementation processes.</li> <li>▪ Report progress in the formulation of plans,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensures the collection, collation, analysis and updating of data and information needed for comparison and verification purposes</li> <li>▪ Designing and overseeing implementation of departmental work plans and performance management contracts</li> <li>▪ Ensure plans comply with guidelines and policies and are consistent with the Governor’s manifesto</li> <li>▪ Make recommendations on gaps in service delivery</li> <li>▪ Ensure plans are completed on time and are within budget</li> <li>▪ Appraise and finalize plans (quality assurance)</li> <li>▪ Appraise targets and work closely with relevant departments to ensure targets are met</li> <li>▪ Report appraisal results to the Governor or appointed committee(s)</li> <li>▪ Prepare consolidated progress reports for the CoMEC, including identification of problems, causes of potential bottlenecks in implementation, and provision of specific recommendations</li> <li>▪ Foster participatory planning and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collection and provision of departmental baseline data</li> <li>▪ Collection and provision of Monitoring data</li> <li>▪ Develop departmental systematic monitoring system and processes.</li> <li>▪ Develop systematic data verification and validations processes</li> <li>▪ Develop departmental reporting mechanisms</li> <li>▪ Encourage internal learning from county level to service delivery level as a result of utilization of evidence based reports and findings</li> </ul>

<p>documenting problems and constraints to the Governor</p> <ul style="list-style-type: none"> <li>▪ Ensure budgets are within agreed envelopes</li> <li>▪ Based on inputs from all departments, formulate and compile draft plans</li> <li>▪ Develop a county level data repository system</li> <li>▪ Develop and manage a central reporting repository system</li> <li>▪ Develop and ensure data security and protection standards are adhered to</li> <li>▪ In close collaboration with the economic planning team spearhead County level learning</li> <li>▪ In close collaboration with the Efficiency Monitoring Unit, spearhead the knowledge management function</li> <li>▪ Develop the repository of all knowledge generated in the County</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organize and provide refresher training in monitoring and evaluation for CIDP projects/programmes and other agencies implementing staff, county-based NGOs and key county stakeholders with a view to developing local monitoring and evaluation capacity.</li> <li>▪ In close collaboration with the economic planning team spearhead County level learning</li> <li>▪ In close collaboration with the economic planning team spearhead the knowledge management function</li> <li>▪ Provide quality assurance and oversight on all development projects</li> </ul>	
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#### **4.2.2 Areas of Convergence of Economic Planning and Efficiency Monitoring Unit**

- i. Ensure alignment with CIDP, harmonized project/Programme indicators and inclusion of efficiency monitoring and evaluation activities.
- ii. Ensure meaningful engagement of citizens in the CIMES and CIDP preparation and implementation processes.
- iii. Ensures the collection, collation, storage and updating of data and information needed for the planning and M&E processes.
- iv. Develop the overall framework of the integrated monitoring and evaluation activities
- v. Guide and coordinate the review of the Results Matrix including: -
  - ✓ ensuring that realistic intermediate and end-of-programme/project targets are defined;
  - ✓ Conducting a baseline study on monitoring and evaluation;
  - ✓ Identifying sources of data, collection methods and resources needed and related cost;
- vi. Establish an effective system for assessing the validity of monitoring and evaluation data through a review of CIDP implementation activities, completed monitoring forms/databases, and a review of aggregate-level statistics reported

- vii. Undertake regular field visits to support implementation of monitoring and evaluation, check the quality of data produced, and identify where adaptations might be needed; monitor the follow up of evaluation recommendations with Programme Managers
- viii. Check that monitoring data are discussed in the appropriate committees, (including citizens participation fora), and in a timely fashion in terms of implications for future action.
- ix. Jointly spearhead the learning and knowledge Management Function within the County

## **4.3 ROLE OF STAKEHOLDERS**

### **4.3.1 National Government**

NIMES supports the implementation of Vision 2030 and other development efforts in the public sector at the national government level. The institutional arrangements for implementing NIMES at both sector and national levels have been designed to facilitate the active participation of stakeholders to ensure that policy recommendations are relevant and actually contribute to policy formulation and efficient resource allocation and use. NIMES has appreciable influence on the national budgeting process. M&E information drawn from line ministries and public agencies is synthesized into the Public Expenditure Review that is now an important input in achieving better value for public investment projects/programmes. The process of implementing M&E for public projects and programmes at national and county levels (CIMES) is integrated through NIMES. The county Government of Meru has facilitated the training for the CoMEC to have efficient and effective service delivery. This has led to adequate harmonization of the multiple data collection and reporting systems at county level. In addition, there has been stakeholder participation in the M&E preparation and reporting process in sub-counties. CIMES is then being developed to support CIDP implementation and to provide solutions to these M&E challenges currently being experienced by policy and decision makers at the county level.

### **4.3.2 Local, Regional and Global Institutions**

The County Government of Meru is keen in collaborating with the various institutions in the implementation of the policy. The County will enjoin such institutions in their endeavour of promoting transparency and accountability in public functions. At the planning level, efforts will be channelled towards harmonizing performance indicators to ensure uniformity in measuring project impact.

Monitoring and Evaluation function calls for sufficient resources to execute. As is evident, institutions like the USAID and UKAID have been of material support in developing county structures at diverse levels. In the same footing, the county government will partner with institutions of goodwill to mobilize resources and operationalize M&E unit. The institutions, for those with research divisions can as well provide data to enrich the M&E unit. Furthermore, institutions with broad mass media coverage can help disseminate information on ongoing public initiatives as well as promoting discussions on efficiency of County programs and policies, hence empowering citizens to demand accountability.

### 4.3.3 Professional and Regulatory Bodies

The professional and Regulatory bodies, especially the M&E Society will continually be engaged by the County to provide professional input into the M&E policy and related legal framework. In addition, they will help focus more energy on M&E standards, processes, and techniques of planning and conducting evaluations will communicating the results of evaluations of County Government programmes and policies. This will ensure maintenance and compliance with sector’s best practices, rules and guidelines, standards, and ethical guidance necessary to maintain and enhance professionalism. Bodies like ICPAK will extensively help in ensuring prudent delivery on public resource use by invoking globally accepted accounting principles. Further, a well-organized collaboration arrangement will broaden communication, shared responsibility, effort coordination, and harmonization of reporting procedures. Partnerships will also ensure commitment to regular sharing of feedback within a short time while pursuing strategies that explore possible solutions to challenges in county M&E processes.

### 4.4.4 Other Stakeholders

Stakeholders	Role
Private Sector	<ul style="list-style-type: none"> <li>▪ Act as watchdogs and key informers on implementation of the M&amp;E function</li> <li>▪ Participate and give feedback on M&amp;E process</li> </ul>
Non -state Actors	<ul style="list-style-type: none"> <li>▪ Capacity building for county staff and stakeholders</li> <li>▪ Support for civic education and awareness of M&amp; E</li> <li>▪ Mobilizing financial support to implement policies</li> </ul>
Development partners	<ul style="list-style-type: none"> <li>▪ Help fund the actual implementation of M&amp;E</li> <li>▪ Partnering with County to conduct civic education and capacity building</li> </ul>

Citizenry	<ul style="list-style-type: none"> <li>▪ Provide feedback on their perception on M&amp;E implementation in the County.</li> <li>▪ Participating in actual monitoring and evaluation of projects and programmes</li> </ul>
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#### 4.4 M&E COMMITTEES AND UNITS

Various Monitoring and Evaluation committees will be established to ensure a strong monitoring and evaluation mechanism in the county. These committees are as follows;

##### 4.4.1 County Monitoring & Evaluation Committee (CoMEC)

The CoMEC ensures that the CECMs and County Assembly have good quality information needed to make decisions, and to lead and direct county initiatives. The CoMEC oversees overall county compliance and results of programmes and projects implementation and service delivery within the CIDP and ADPs. The CoMEC is charged with preventing duplication and wastage, and providing the evidence base for policy making and management. The CoMEC comprises of the following; County Secretary, Chief Officers, Efficiency Monitoring Officers and Secretariat.

##### a) County Secretary

The County Secretary must ensure that the PMS system and good practices are used to produce quality reports in a timely manner by all departments and through the county's senior management (at least Chief Officer and Director Level). The roles of the County Secretary relating to M&E are to:

- (i) Assist the County M&E officer to coordinate the M&E operations of departments;
- (ii) Ensure timely tracking and implementation of the county's vision, as identified in the CIDP;
- (iii) Ensure that the Director of the County Economic Planning Department operationalizes the M&E Unit and Performance Management Unit as tools for the monitoring and evaluation of delivery of development and services in the county;
- (iv) Work with the Director of the Economic Planning Department to ensure timely production and distribution of the County APR report on CIDP implementation

to the CEC, the Intergovernmental Forum, the County Assembly, the MDP, the Intergovernmental Summit and the Senate.

### **b) County Chief Officers**

The County Chief Officer is responsible for the portfolio of services, programmes and projects within departments. They carry significant responsibilities as their leadership and management to determine the success of the devolved functions. The quality of their budget reports and M&E reports determines whether the Controller of Budget (CoB) disburses adequate resources for the projects/ programmes that are under their administration. The Chief Officers have initiated M&E units within departments and appointed M&E officers to represent their department in M&E.

### **c) Efficiency officers - Embedded SDS Staff**

Efficiency officers are trained specialists on Performance Management, engaged to fast-track CIDP implementation progress and public service delivery in the counties. They play an important role in delivering the benefits of devolution. They are selected for their ability to build collaboration, motivate, influence and get things done. They work within devolved functions to ensure that selected devolved functions deliver accurate, timely and high quality performance information. While the Efficiency Officer assists with reporting, the ultimate responsibility for reporting on a sector is the Chief Officer for that sector, working closely with the county M&E Officers.

### **d) Service Delivery Secretariat (SDS) Supporting the CoMEC**

SDS assists the Governor's office with the day-to-day activities relating to prioritized operations in the county. This Secretariat comprises of a small dedicated performance management team that provides mentoring and hands-on support for selected priority projects and service delivery managers within the county. The SDS uses online tools to build capacity, and coach and mentor project and service managers across the devolved functions. The SDS uses desk-side training and digital tools to reduce the learning curve for project and service managers and their teams. The SDS uses technology to provide real-time visibility of results to the Governor and other CEC members, both to inform their decision making and to draw on the authority of the Governor in driving results.

#### **The Service Delivery Secretariat:**

- i. Led and managed by a Director M&E who is trusted and supported by the Governor



- ii. Provides the engine to drive results for the Governor
- iii. Have the authority of the Governor to submit timely reporting
- iv. Request monthly "status update" reporting from senior county management staff for flagship projects and services
- v. Requires monthly reporting of project sheets in support of Budget Reports and Value for Money reporting to CoB. This is essential to support timely release of funds from CoB to the county
- vi. Acts as consultant, mentor and coach to service and project managers to ensure projects and services can be monitored and evaluated for impact and value for money
- vii. Coaches and mentors project and service managers prior to approval, during implementation and evaluation – both directly and through Efficiency Officers embedded in devolved functions
- viii. M&E directorate is a one stop-shop for instant access to all county development reports
- ix. Uses technology-supported Performance/M&E/Reporting systems for efficient, accountable and transparent working
- x. Prepares reports for all Constitutional Commissions and independent offices, e.g. CoB and Commission of Revenue Allocation (CRA), and provides evidence of value for money in support of the Audit Office (AOG)
- xi. Ensures programmes/projects are implemented as per the budget, the CIDP and the Annual Work Plans
- xii. Reports to the Governor, the County Executive Committee and CoMEC
- xiii. Makes annual progress reports available to Members of the County Assembly
- xiv. Provides flow of approved results information for media and citizens

*Note: The work of the SDS and CoMEC may be supported by inclusion of compliance and reporting requirements in the job descriptions and performance contracts of Chief Officers, project and service managers.*

#### **4.4.2 Sector Monitoring and Evaluation Committees (SMEC)**

Responsibility and frequency of SMEC at Sector level in support of functions of CoMeC in the county:

- Prepare sector M&E work plan

- Monitoring and evaluation of all the programmes, projects and policies within the sector.
- Collect, correlate and analyze data in the sector.
- Preparation of all M&E reports in the sector
- Develop indicators for monitoring and evaluation within the sector
- Sector reports shall be forwarded to the M&E Unit for compilation and presentation to the Technical oversight committee.

#### **4.4.3 Interdepartmental M&E Unit**

- Compiling the M&E report within their departments continuous and timely.
- Act as the link between the directorate of M&E and the departmental M&E unit in the department.

#### **4.4.4 Sub-County M&E Committee**

- Disseminate M&E reports to the sub-county level.
- Promote M&E practices in the sub-county.
- Prepare sub-county M&E plan.
- Draft the sub-county sector M&E reports.
- Validate the data supplied by the various sectors within the sub-county level.
- Approve and submit the M&E reports to the CoMEC and county M&E unit.

#### **4.4.5 Ward M&E Committees**

- Replicate the SCoMEC in the ward level.

#### **4.4.6 Village M&E Committees**

- Replicate the SCoMEC in the village level.

#### **4.4.7 Community Based M&E Committees**

- Communities usually undertake a variety of interventions at the village level. Some of these are on self-help basis, in order to promote the culture of M&E at this levels, communities will be encouraged to have M&E mechanisms with reports to the village or Ward level, whichever is appropriate.

#### **4.4.8 County Assembly**

- The County Assembly has a role of ensuring that all programs and projects to be implemented within the county are captured in the CIDP. The Assembly does this through consideration and approval of the CIDP and further carries out the oversight role by reviewing the implemented project to verify conformity to the CIDP.

#### **4.5 CAPACITY DEVELOPMENT**

A rigorous M&E capacity needs assessment will be conducted by M&E unit in conjunction with MED every five years in line with the implementation period for the CIDP. However, regular monitoring will also be used to identify capacity gaps as they arise during implementation and a plan for improving capacity factored during the preparation of each implementing unit's Annual Development Plan. This will help inform the development of M&E infrastructure and human capital at all levels, thus strengthening monitoring and evaluation in the county. M&E unit in collaboration with all stakeholders shall develop M&E capacities at the county administrative level to ensure effective implementation of CIMES and inculcate a culture of results based management. Capacity development programmes shall be based on needs as identified at various levels by project/programme implementers together with MES and the findings of the capacity/needs assessment mentioned above.

#### **4.6 FINANCIAL RESOURCING**

Effective implementation of the M&E policy requires provision of adequate financial resources. Consequently, M&E shall be an explicit component of planning and budgeting at project and programme level. Each line department shall be required to have a separate M&E item in the departmental budgets to cater for departmental monitoring and evaluation activities. In addition, each project or programme will be required to set aside 2% of the programme /project budget to cover M&E administration and recruit the Local Ward Committee. This will include any additional financial implications of addressing the minimum requirements and responsibilities of this policy. To effectively coordinate CIMES, M&E shall in each financial year be allocated adequate funds to enable it discharge its functions in the county. Concerted efforts to mobilize resources at all levels to support M&E initiatives shall be put in place.



**05**

# **POLICY REVIEW**

## **5.1 PREAMBLE TO POLICY REVIEW**

This M&E Policy is a progressive and dynamic document that outlines the framework of what the County Government of Meru intends to do to address the challenges facing the Monitoring and Evaluation function in the County. . Development is taking place in a rapidly changing context which calls for periodic reviews of the Policy to take into consideration emerging trends in M&E. In the intervening period, the policy will be updated on an on-going basis to incorporate new developments or changes in other policies, strategies or processes within the county. The County will continuously gather information in form of research and contributions from various sectors which will form the basis of periodic reviews. A full review of the policy will take place five years after approval by the county assembly.

The policy review will provide better means of learning from past experience, consecutive planning, allocation of resources and impact assessment to ensure improvement in service delivery.

## **5.2 POLICY APPROVAL PROCESS BY THE COUNTY ASSEMBLY**

- 1) Submission of Policy by CECM responsible for M&E to the County Assembly. Policy Document is laid on the table of the Assembly.
- 2) Document is committed to the relevant Committee by the Speaker.
- 3) Committee interrogates the Policy Document.
- 4) Stakeholder engagement in analysing policy.
- 5) Committee invites CECM to appear before it for further discussions.
- 6) Committee makes comments/recommendations on the policy.
- 7) Committee report is laid on the table of the Assembly
- 8) Motion for adoption of the report is debated.

If approved, the report is transmitted to the CEC Member for consideration of comments and recommendations. Finally, follow up on implementation of the policy.

### **5.3 POLICY EVALUATION**

This policy shall be evaluated in accordance with overall County Integrated Monitoring and Evaluation System (CIMES) standards and systems. The following requirements shall apply in regard, to policy evaluation:

- a) The Departments shall designate staff to be responsible for monitoring and evaluating the implementation of this policy.
- b) In the spirit of county planning as per the County Government Act, 2012; there shall be a five-year policy review but updated annually.
- c) The review shall provide feedback on the impact based on progress and challenges related to policy implementation. The policy review report compiled by the county M&E unit and shall be submitted to the CoMEC for consideration and decision-making; and forwarded to the County Assembly for approval.