

REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY



**DEPARTMENT OF DEVOLUTION, COUNTY ADMINISTRATION,  
PUBLIC SERVICE & YOUTH**

**MAKUENI COUNTY MONITORING AND EVALUATION POLICY**

**2022**

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## **FOREWORD**

Monitoring and Evaluation is critical for the realization of Makueni County's development agenda. The government of Makueni County recognizes the importance of well-established M&E processes and thus the need for the development of this monitoring and evaluation policy to provide an overall framework for the establishment and implementation of the M&E function for quality service delivery.

The Makueni County Monitoring and Evaluation policy articulates the County government's commitment to accountability for development results; defines mechanisms for measuring the efficiency and effectiveness of public policies, programs and projects; provides channels for effective policy implementation feedback; sets the basis for a transparent process by which the citizenry and other development stakeholders can undertake a shared evaluation for results, and outlines the principles upon which a strong M&E system can be based on and consequently serve as an important instrument for driving the achievements of programs provided for under the Makueni Vision 2025 and the Kenya Vision 2030.

This policy sets the framework for effective management for development results at all levels in the county. It is therefore expected to address the existing monitoring and evaluation challenges and enhance a coordinated approach to monitoring and evaluation activities in the county.

Accurate and documented M&E information will play a critical role of reviewing, scaling up or discontinuing policies and programs that deviate from achieving targeted results that are aimed at improving the livelihoods of the people of Makueni as per the aspirations of the Makueni Vision 2025 and the Kenya Vision 2030.

This policy has been developed through wide consultations with various stakeholders and is equally guided by relevant statutory and regulatory framework. I wish to express my sincere gratitude to all stakeholders for their tireless effort and commitment in the development of this policy.

**COUNTY SECRETARY**

## **ACKNOWLEDGEMENT**

I wish to sincerely thank the county leadership for their indispensable commitment in championing the monitoring and evaluation agenda in the county. It is through this commitment that we have been able to develop the Makueni County Monitoring and Evaluation Policy.

The successful formulation of the policy is a result of concerted efforts by many individuals who made significant contributions to the process. I applaud the Monitoring and Evaluation Directorate for their leadership in the development of this policy. I also wish to acknowledge the tireless effort and valuable technical assistance by Meshack Musyoki, the County Liaison Officer towards the actualization of this policy.

God Bless Makueni County.

**Chief Officer**  
**OFFICE OF THE GOVERNOR**

## **DEFINITION OF TERMS**

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

**Appraisal:** An assessment, prior to commitment of support, of the relevance, value, feasibility and potential acceptability of a project/programme in accordance with established criteria.

**Effectiveness:** A measure of the extent to which a programme achieves its planned results (outputs, outcomes and goals).

**Efficiency:** A measure of how economically or optimally inputs (financial, human, technical and material resources) are used to produce outputs.

**Evaluation:** Systematic and objective assessment of design, implementation and results of an ongoing or completed policy, program or project to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability.

**Impact:** Ultimate long-term changes arising from the implementation of programmes/projects interventions.

**Indicator:** A measure that is used to monitor or evaluate an intervention. It is a quantitative or qualitative metric that provides information to monitor performance, measure achievement and determine accountability.

**Input:** Financial and non-financial resources used, including money, time or effort to produce outputs.

**Monitoring and Evaluation (M&E) system:** All processes that need to be undertaken before, during and after programme or project implementation in order to collect, analyse and use monitoring and evaluation information. These are processes that are used to measure if a project or a programme has been implemented according to the plan (**monitoring**) and achieved the desired result (**evaluation**).

**Monitoring:** A systematic continuous process of collection, analyzing and using information to track a project or programme's progress toward reaching its objectives and to guide management decisions.

**Outcome:** The expected change or immediate effect on the intended beneficiaries occurring as a result of project or programme implementation.

**Output:** Direct products or services stemming from the implementation of policy, programme or an initiative.

**Program:** A series of interrelated projects with a common overall objective.

**Project:** A planned undertaking of related activities aimed at specific objectives and has a beginning and an end.

**Result:** A describable or measurable change in state that is derived from a cause and effect relationship.

**Stakeholder:** Specific people or groups who have a stake in the outcome of the project and can be internal or external players. They could include state and non-state actors.

## **ACRONYMS AND ABBREVIATIONS**

ADP	Annual Development Plan
APR	Annual Progress Report
C.O.	Chief Officer
CAMERs	County Annual Monitoring and Evaluation Reports
CEC	County Executive Committee
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
COMEC	County Monitoring and Evaluation Committee
eCIMES	Electronic County Integrated Monitoring and Evaluation System
ESIA	Environmental Social Impact Assessment
ICT	Information and Communication Technology
M&E	Monitoring and Evaluation
MED	Monitoring & Evaluation Directorate
PIU	Project implementation Unit
NIMES	National Integrated Monitoring & Evaluation System
RBM	Results Based Management
SAGAs	Semi-Autonomous Government Agencies
SCoMEC	Sub County Monitoring & Evaluation Committee
SDGs	Sustainable Development Goals
SMEC	Sectoral Monitoring and Evaluation Committee
SWaMEC	Sub Ward M & E Committee (SWaMEC)
WaMEC	Ward M & E Committees (WaMEC)

## **1.0. INTRODUCTION**

### **1.1. Background**

Chapter 12 of the Constitution of Kenya 2010 provides for openness and accountability in management of public resources. This includes among others a robust system of monitoring and evaluation as a way of ensuring efficient and effective implementation of policies, programmes and projects geared towards socio-economic transformation, by public bodies.

The County Integrated Monitoring and Evaluation System (CIMES) guidelines 2019 provide a framework for the establishment of County M&E systems to track county development results and performance. The system verifies whether the activities of each county's development projects or programs adhere to planning timelines and targets as presented in the County Integrated Development Plan (CIDP) and whether resources are being used in an effective and efficient manner. For sustainable monitoring, evaluation, accountability and learning, the CIMES guidelines provide for structures, among them committees at different levels which play a key role in generating and dissemination of M&E feedback in line with the National Integrity Monitoring & Evaluation System (NIMES).

It is against this background that the Government of Makueni County has sought to develop this policy in order to provide for an enabling framework for coordination and implementation of the M&E function within the county. This policy intends to recognize both the importance and relevance of M&E and also establishes structures for effective monitoring, evaluation, accountability and learning while also providing guidance to stakeholders involved in M&E at the county level.

### **1.2. Situational Analysis**

The Constitution of Kenya, 2010 requires adherence to principles of good governance and transparency in the conduct and management of public programmes and projects. Both the County Government of Makueni's Vision 2025 as well as the County's County Integrated Development Plan (CIDP) 2018-2022, underpin the role of M & E as a pivotal management tool for quality service delivery.

To actualize the M&E function, the Government of Makueni County established the M&E Directorate mandated to coordinate M&E activities in the county. The Directorate was established and operationalized in 2015. It works closely with the Socio-Economic Planning, Public Participation and civic education Directorates, Makueni Service Delivery Unit and other County departments in participatory M&E through the County Public Participation framework which has representation at the villages, clusters, sub ward, sub county and county through competitively elected development committees.

Participatory M&E is enhanced through an elaborate County public participation framework where the citizenry participates in needs identification, project planning, implementation, project closure and



sustainability. As a procedural requirement, every county project must have a Project Management Committee which is competitively recruited from the target beneficiaries that is responsible for the day to day monitoring of projects and programs. Upon project closure, Post-Project Sustainability Committee is also established to enhance project/program sustainability.

Currently, M&E in the County is undertaken through field visits and review meetings with departments. In the course of carrying out its mandate across the years, the Directorate has achieved the following milestones;

- i. Development of M&E tools for regular reporting.
- ii. Documentation of projects implemented by the County since 2013.
- iii. Conducting evaluations on selected thematic areas of county projects and programs.
- iv. Training and capacity building of M&E staff and departmental M&E focal officers on Result-Based M&E, Project Planning and Management as well as Environmental & Social Impact Assessment (ESIA) .

One of the key challenges facing the county is inadequate structures and regulatory frameworks to guide performance monitoring and evaluation. Further, M&E efforts have been limited to results frameworks whose performance indicators have proven difficult to measure. These frameworks are tied to county projects and rarely cover programs, policies, staff performance and SAGAs. They also do not cover National Government and Non-Governmental interventions. There is also inadequate awareness on the role of M&E in the county which partly explains the weak M&E culture and underutilization of M&E role in decision making.

Additionally, the County government departments and development partners that have had monitoring and evaluation as a component in their programs and projects, do not always harmonize or share their M&E reports with stakeholders. The multiple reporting framework rarely addresses strategic information needs from various users leading to disuse and fatigue. Similarly, other non-state actors in public development programs have institutional monitoring and evaluation reports which are not effectively shared among themselves or with the Government. In recognition of this weaknesses and while emphasizing the importance of mainstreaming M&E in policy, processes, procedures, institutional performance, program and project implementation, the county government has strived to establish a county integrated M&E framework for coordination and harmonization of development interventions between departments and entities while developing performance indicators, institutionalizing reporting

and reporting standards. This has not been successful partly due to lack of a policy and also owing to insufficient financial and human resources dedicated to M&E.

Currently M&E reporting is undertaken through monthly and quarterly cycle of data collection, periodical evaluation and action taking as defined in CIMES guidelines. The foregoing notwithstanding, there is still the need to ensure that M&E becomes a culture, a standard process and a habit of the County Government of Makueni.

### 1.3. Challenges

- i. **Inadequate regulatory and institutional framework:** though there are provisions for M&E on existing legislations including the 2010 Constitution, there is no specific policy and legal framework guiding implementation of M&E in Makueni County.
- ii. **Low utilization of M&E data and information in decision making:** M&E data is rarely analyzed and utilized to inform planning and budgeting.
- iii. **Inadequate M&E reporting structures:** there is uncoordinated multiple reporting in the county leading to delayed reporting, dissemination and decision making.
- iv. **Inadequate institutional and technical capacities to undertake M&E in the county;** the county lacks adequate structures as well as requisite skills and capacity to undertake effective M&E.
- v. **Inadequate resources;** insufficient funding over the years has hindered effective implementation of M&E activities.

### 1.4. Legal and Regulatory Framework

- i. **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 and consequently guides resource allocation and management at National and County levels.
- ii. **The County Governments Act, 2012.** Section 108 of the Act outlines the need for county governments to prepare County Integrated Development Plan that must include a monitoring and evaluation framework.
- iii. **The Public Finance Management Act, 2012.** Section 104 of the Act defines the responsibility to monitor, evaluate and oversee the management of public finances and economic affairs of the county government, including monitoring of the county government's entities to ensure compliance with the Act.

- iv. Kenya Vision 2030.
- v. Sustainable Development Goals (SDGs).
- vi. National Monitoring and Evaluation Framework, 2012.
- vii. National Integrated Monitoring and Evaluation System, 2004.
- viii. CIMES Guidelines.
- ix. Makueni Vision 2025 and County Integrated Development Plans (2013-2018 and 2018-2022).

## **2.0 POLICY SCOPE AND OBJECTIVES**

### **2.1 Policy Scope:**

This policy will apply to all processes, procedures, institutional performance, programs and projects implemented by the County Government of Makueni in line with its constitutionally assigned functions. It will also be used by other partners to guide monitoring and evaluation on their development projects and programs within the county as may be appropriate.

### **2.2 Policy Rationale**

Monitoring and Evaluation provide important information on implementation progress of projects & programmes towards achievement of development goals. It also plays an important role in planning and budgeting process by defining priority areas for intervention, resource allocation and/or re-allocation. M&E thus provides an opportunity for a continuous learning process that ensures accountability and that performance takes place according to work plans and expected results are realized in an effective and efficient manner.

The County Government of Makueni lacks an adequate regulatory framework for guiding the implementation of M&E within the county. Thus, there is need for a policy to address this gap. This policy is therefore necessary to institutionalize the M&E function and mainstream M&E culture in all county sectors. Additionally, it will aid in developing M&E capacities, provide M&E structures, coordination and reporting guidelines at all levels.

### **2.3 Overall Policy Goal:**

The overall goal of this policy is to provide an enabling framework for coordination and implementation of the M&E function in the county.

### **2.4 Guiding Principles:**

This policy shall be guided by the following principles in addition to the National Values & Principles set out under article 10, 174 and 232 of the 2010 Constitution:

- i. **Accountability;** all those involved in the allocation and utilization of county development resources are expected to ensure a fair and true account of the results under their areas of responsibilities;
- ii. **Results Focus:** the policy shall establish a system that tracks progress on realization and use of resources towards achieving clearly defined and demonstrable results to avoid overlap and waste.

- iii. **Participation:** M&E shall be all inclusive with participation of all the key stakeholders at relevant stages;
- iv. **Professionalism:** M&E work shall be carried out by those mandated by this policy and they shall conduct themselves in the manner that is required of them to ensure credibility;
- v. **Transparency:** ensure full disclosure of information generated from M&E activities;
- vi. **Credibility:** Ensure reliability of information and data thus making monitoring and evaluation reports credible.
- vii. **Mainstreaming;** this policy shall ensure that M&E is integrated in all development programmes and projects across the county.
- viii. **Utility;** M&E findings will be presented and disseminated in an appropriate format and in a timely manner to enhance its utilization.
- ix. **Data-based planning** and county development will be informed by data and evidence

## **2.5 Policy Objectives and Strategies:**

**Objective 1:** To formulate an appropriate regulatory framework for the establishment and sustainability of effective M&E function in the county.

### **Strategies:**

In collaboration with the relevant stakeholders the County Government shall :-

- i. Formulate and implement the requisite regulatory framework for the conduct of M&E in the county.
- ii. Formulation and implementation of a county M&E guidelines.
- iii. Establish performance measurements (SMART performance indicators) with clear baseline data, targets and information on policies, budgets, programs and projects.
- iv. Set standards and requirements for result-based planning and M&E through an M&E plan.

**Objective 2:** To enhance collection, analysis and utilization of data and M&E findings for evidence based decision making.

### **Strategies:**

The County Government, in collaboration with other stakeholders shall :-

- i. Mainstream M&E in departments through awareness creation and practice.
- ii. Conduct regular performance review meetings with implementing departments and entities.
- iii. Incorporate utilization of M&E findings in the departmental performance contracts.
- iv. Undertake strategic evaluations to inform decision making.

**Objective 3:** To strengthen M&E reporting, feedback and learning.

**Strategies**

- i. Develop an integrated M&E reporting framework.
- ii. Harmonize and integrate data management systems in the county, including use of appropriate technology for effective data collection, analysis and planning (sources of data; statistics, public participation, M&E and implementing departments). This will include establishment of e-CIMES in the county.
- iii. Establish a central county repository for M&E data and reports
- iv. Operationalize M&E committees.
- v. Develop knowledge management strategy for M&E.
- vi. Conduct annual M&E fora for feedback and learning
- vii. Promote learning through the Makueni School of Development studies and other institutions

**Objective 4:** To strengthen institutional & technical capacities and promote M&E culture in the county.

**Strategies**

The County Government shall :-

- i. Capacity build the county staff on M&E functions.
- ii. Capacity build M&E committees.
- iii. Ensure designation of an M&E focal person in each department.
- iv. Sensitization and information sharing to stakeholders.

**Objective 5:** To enhance resource allocation to M&E.

**Strategies**

In collaboration with other stakeholders, the County Government shall :-

- i. Ensure adequate budgetary allocation for the M&E function
- ii. Ensure 1.5% of each project/ programme procurable budget is set aside for M&E.
- iii. Strengthen external resource mobilization strategies for M&E

### **3.0 POLICY IMPLEMENTATION AND INSTITUTIONAL FRAMEWORK**

The department responsible for M&E will be responsible for implementation and provision of oversight over the implementation of this policy. At the core of the policy lies a clear distinction between monitoring, evaluation and performance.

#### **3.1 Monitoring**

The monitoring process shall be entail; collection and collation of project information such as cabinet papers, contract work plans, BQs, and budgets from Chief Officers; synthesis of project information and development of indicators to monitor progress; preparation of a monitoring plan, data gathering, analysis, reporting and dissemination. For effective monitoring, all projects papers shall clearly demonstrate the theory of change and ensure clear M&E plans have SMART indicators, baselines and targets.

The director responsible for M&E shall receive departmental program/project implementation reports from Chief Officers by Friday of second week of each month and last Friday of every month in a prescribed template.

Departmental M&E officers shall facilitate accurate and timely reporting to the M&E directorate. To ensure effective monitoring, learning and reflections, field visits and progress review meetings with departments and at sub counties shall also be conducted.

Monitoring will be conducted for policies, programs and projects at county, sub county, ward and sub ward levels. Monitoring of projects and programmes will focus on outputs and outcomes towards achieving the set objectives.

#### **3.2 Evaluation**

Evaluations will be conducted for policies, plans, programs and projects and will be either internal or external with stakeholders participating at all phases including pre-implementation, implementation and post-implementation. This policy will focus on various types of evaluations which include inter alia, formative evaluations, self-evaluations, summative evaluations, impact evaluations, process evaluations, mid-term evaluations, end term evaluations, thematic evaluations, rapid evaluations and reviews. The department responsible for M&E shall develop a monitoring & Evaluation plan outlining the types and frequencies of evaluations to be undertaken in the county.

The evaluation process will broadly entail among other processes; identification of what to evaluate and development of terms of reference; commissioning of the evaluation; inception; data gathering, analysis, reporting and dissemination. This policy emphasizes utilization of evaluation findings in decision making. Internal evaluations shall be conducted by the implementing departments and agencies in collaboration with the department responsible for M&E. External evaluations shall be conducted by an independent

body (accredited and registered by a recognized professional body) and/or stakeholder in a participatory process. Evaluation findings will be shared with all the relevant stakeholders. All evaluations will be conducted according to the principles specified by this policy.

### **3.3 Performance**

The County Integrated Development Plans shall be the basis of performance measurement with indicators developed to measure the intended results. Performance will be based on institutional, sectoral, individual and policy achievements towards set targets at the county and sub county levels. It will entail gathering and analysing evidence to inform decisions. Budget allocation at all levels will be tracked to ensure effective and efficient utilization. The county performance management system will incorporate utilize M&E findings in decision making. Further, the performance management targets shall be outcome and impact oriented. To help entrench the culture of M&E in the county, incentives and sanctions for M&E may be considered for rewarding departments, entities, sectors or individuals for adherence with this policy.

### **3.4 Integration of Cross-Cutting Issues in Monitoring and Evaluation**

This policy will promote mainstreaming of cross-cutting issues such as youth, gender, people living with disabilities(PWDs), climate change and human rights principles to policies, programmes and projects monitoring and evaluation. This will entail inclusion in the design of evaluation approaches and terms of reference considerations in a way that the intervention influences the cross cutting issues.

### **3.5 M&E Methodologies**

In implementing M&E in the County, the Department responsible for M&E will be guided by the following; County Indicator Handbook, County M&E Plan, Project Management Committee Guidelines, Surveys, Public Expenditure Reviews, approved budgets and public participation reports. The specific methodologies and reporting to be employed will vary depending on the nature of the M&E activity and the targeted stakeholders. In addition to standard tools and templates contained in the M&E Plans for data collection, analysis, reporting and storage, others will be designed and/or reviewed as appropriate on as-needed basis.

In monitoring, program and project implementers will be expected to systematically collect qualitative and quantitative data, that is disaggregated by gender and age, on implementation progress against the planned targets. This data will provide implementers and other stakeholders an indication on the extent of progress made towards achieving the set objectives. Most projects involve multiple team members handling various aspects of the project at the same time.



### **3.6 Resource Mobilization**

The County government shall ensure adequate financial resources for effective implementation of this policy. The budget should cover staffing, external technical support, capacity building, capital and operational expenses. In addition, 1.5% of each project/ programme procurable budget shall be set aside for M&E. Further, aware of the resource limitations in the county, the department responsible for M&E shall strengthen external resource mobilization strategies to enhance capacity to undertake M&E function in the county.

### **3.7 INSTITUTIONAL FRAMEWORK**

The following structures are key for effective monitoring and evaluation in the county:

#### **3.7.1 Monitoring and Evaluation Directorate**

The M&E Directorate is charged with the following roles and responsibilities;

- i. Coordination of M&E system in the county.
- ii. Provision of technical support with respect to building capacity and inculcation of M&E practice in the county.
- iii. Conducting strategic evaluations with significant implications for county development.
- iv. Track follow-up on the implementation of major monitoring reports
- v. Promotion of the use of evaluation findings among departments/entities to improve the quality of projects interventions.
- vi. M&E Research in collaboration with relevant departments and Entities.
- vii. Maintaining a repository of all M&E reports and facilitate dissemination of reports generated from M&E
- viii. Promotion of cross-sectoral linkages throughout the project cycle
- ix. Development and institutionalization of standards and guidelines undertaking M&E in the county
- x. Promotion of learning and accountability in the county.

#### **3.7.2 Departmental Project Implementation Unit**

The unit will comprise of departmental technical unit heads, departmental M&E officer, departmental economist. It be chaired by the Chief Officer and their nominee and the departmental M&E officer shall be the secretary. Members shall meet at least twice a month to review project/program implementation.

The unit shall be tasked with :-

- i. Tracking implementation of departmental programs and projects
- ii. Project documentation, e.g. copies of cabinet papers, projects plans of activities, contract documents, departmental meetings minutes, departmental work plans and self-evaluation reports among others.
- iii. M&E reporting in their respective department as required
- iv. Promoting cross-sectoral linkages at all levels of the project cycle; and
- v. Provision of data and M&E reports to the M&E Unit.

### **3.7.2 Departmental M&E Officers**

Their roles include:

- i. Conducting strategic monitoring and self-evaluations at departmental level
- ii. Project documentation, they will archive all projects information by their respective department e.g. copies of cabinet papers, projects plans of activities, contract documents, departmental meetings minutes, departmental work plans and self-evaluation reports among others.
- iii. M&E reporting in the respective department as required
- iv. Working in collaboration with other departments to ensure result- based management in the implementation of CIDP and related interventions.
- v. Shall work with the county directorate responsible for M&E in all M&E activities

### **3.7.3 County M&E Committees**

Various M&E committees are envisaged to be necessary for proper functioning of M&E at the county level. There will be M&E committees as indicated below;

#### **3.7.4 County Executive Committee (CEC)**

The CEC is the top governing body of the county and will be responsible for giving policy direction and coordination; resource mobilization and; external accountability to the residents of Makeni County and quality assurance on the sector wide programs outputs and outcomes. The CEC will meet at least quarterly in a year to review M&E reports. Additionally, the CEC will convene a county citizen forum with members of the county development committee at least once a year or as maybe necessary for periodic progress review and evaluation.

### **3.7.5 County Monitoring & Evaluation Committee (COMEC)**

#### **Composition of COMEC**

- i. The County secretary who is the Chairperson
- ii. All county Chief officers
- iii. Director responsible for M&E.
- iv. Director responsible for Socio-Economic planning

The Committee shall :

- i. Oversee delivery, quality and timeliness of M&E plans and reports.
- ii. Drive service delivery through Results Based Management.
- iii. Strengthen collection of data and utilization of M&E findings for policy, planning and budgeting.
- iv. Review and adoption of county key performance indicators, including baselines and targets; and
- v. Receive, review and adopt M&E reports for submission to the CEC and dissemination to stakeholders

### **3.7.6 Sectoral M&E Committee (SMEC)**

All the sectors in the county should have individual sector M&E committees that will spearhead M&E activities within the county. The committee will be chaired by one director from the sector.

It will comprise representation from all the sector working groups as well as other state and non-state actors' representatives as may be deemed necessary.

#### **Roles and Responsibilities**

- i. Ensure cross sectoral linkages at program/project planning stage
- ii. Prepare and implement sector M&E work plans.
- iii. Monitoring and Evaluation of all programs, projects and policies within the sector.
- iv. Systematically collect, collate and analyze data in the sector.
- v. Preparation of sectoral M&E reports for submission to CoMEC.
- vi. Propose evaluation agenda in the sector.
- vii. Develop indicators for monitoring and evaluation within the sector.
- viii. Undertake sectoral performance review.

### **3.7.7 Sub County Monitoring & Evaluation Committee ( SCoMEC)**

It shall comprise of the sub county administrator, ward administrators and all sub county departmental heads. The committee will invite members of the Sub county development committee at least once a year or as maybe necessary for periodic progress review and evaluation.

The Committee shall :

- i. Oversee program/projects implementation within the sub county.
- ii. Promote M&E practices in the Sub county.
- iii. Review development programmes through monthly meetings.
- iv. Prepare and implement sub county M&E work plans
- v. Prepare Sub County M&E reports for submission to SMEC
- vi. Undertake performance review at the sub county.

### **3.7.8 Ward M & E Committees (WaMEC)**

It shall comprise of the Ward administrator, Heads of department at the ward level, the Sub Ward Administrators. The committee will be chaired by the Ward Administrator

The committee shall meet at least quarterly. The committee will invite members of the Ward development committee at least twice a year or as maybe necessary for periodic progress review and evaluation.

The Committee shall :

- i. Monitor and evaluate of all the programs and projects within the ward
- ii. Promote M&E practices in the ward
- iii. Prepare and implement ward M&E plans
- iv. Review progress of project implementation at the ward level
- v. Approve and submit the M&E reports to the sub county through the Sub County M&E Unit
- vi. Disseminate M&E reports at the ward

### **3.7.8 Sub Ward M & E Committee (SWaMEC)**

It will comprise of sub ward administrators, technical officers from county or national government departments and from non-state actors present in the respective sub wards, members of the village council and the sub ward development committee.

The Ward development officer will be the secretary to this committee

The committee shall meet at least quarterly

The Committee shall :-

- i. Monitoring and Evaluation of all the programs and projects within the Sub ward
- ii. Review progress of project implementation at the sub ward level
- iii. Promote M&E practices in the Sub ward
- iv. Disseminate M&E reports at the ward

### **3.8: Stakeholder Engagement**

#### **3.8.1 County Assembly of Makueni**

- i. The County Assembly is responsible for the overall oversight of the County executive

#### **3.8.2 Department of Finance and Socio-Economic planning**

##### **Roles and responsibilities in respect to M&E**

- i. Provision of statistics for indicator development
- ii. Collaboration in development of county indicators
- iii. Collaboration in undertaking strategic surveys and evaluations

#### **3.8.3 County Departments and SAGAs**

- i. Ensuring that the resources allocated for development interventions are effectively and efficiently utilized to provide services for the intended beneficiaries.
- ii. Setting up internal mechanisms to facilitate continuous monitoring of the social – economic interventions for which they are responsible.
- iii. Providing resources in their annual budgets for the establishment or strengthening of internal monitoring and evaluation capacity.
- iv. Ensuring designation of departmental M&E officer to spearhead the M&E in the department
- v. Assigning specific supervisors for each project responsible for daily supervision
- vi. Participation in development of county indicators
- vii. Promotion of participatory M&E through public participation and project management committees.
- viii. The department responsible for ICT will facilitate development and/or integration of a Makueni e-Integrated M&E system and other relevant tools for real time reporting
- ix. Provision of time program/project information to the M&E directorate
- x. The directorate responsible for communication will facilitate timely dissemination of M&E reports
- xi. Department responsible for lands will facilitate GIS mapping of all county projects

#### **3.8.4 Project Management Committees**

This is the first level of project monitoring. As representatives of project beneficiaries they are responsible for day to day monitoring project implementation. They provide regular updates on project progress to project implementers for necessary corrective measures. PMCs also document project progress for learning and knowledge management in line with the project management committee guidelines

#### **3.8.5 Development partners**

The government of Makueni County works with development partners in achievement of the county goals. Development partners will support the County Government in among other areas, capacity building, technical and financial support.

#### **4.0 MONITORING AND EVALUATION, COMMUNICATION AND REVIEW**

This policy will be communicated to relevant stakeholders through social dialogue meetings, publications, staff notice boards, Makueni county government website, print and broadcast media. Further the policy will leverage ICT to facilitate real time M&E reporting and information sharing through web based platforms such as the project management system (dashboard) and other interactive platforms that allow stakeholder engagement such as social media among others. Further, the directorate responsible for M&E will ensure an electronic- Makueni County Integrated M&E system is in place.

Implementing departments and entities will be required to submit accurate and timely progress reports of programs and projects in line with approved indicators, reporting standards and formats. Sub counties and departments will submit monthly and quarterly M&E reports to the department responsible for M&E. Special reports on programs and projects may be requested in addition to reports above.

##### **4.1 Policy Monitoring and Evaluation**

The objective of M&E will be to ensure prudent and timely utilization of resources against set targets and to learn and document useful lessons for planning purposes. Implementation of this policy will be monitored on a continuous basis. Monitoring will be based on performance indicators on areas identified in the policy, whose implementation will be measured to assess performance by all players with responsibilities as outlined by this policy. An effective M&E system will ensure implementation of the policy and necessary reviews are done in time. Results based monitoring and evaluation will be integrated in the policy implementation plan. Specific monitoring and evaluation tools will be developed by the department responsible for M&E in the County.

##### **4.2 Policy Review**

A policy review entails an in-depth assessment to determine if the policy goals and objectives are on course and whether there is need for changes or review. This Policy will be reviewed every five years or whenever need arises through a participatory process in line with the implementation of successive CIDPs and ADPs, so as to capture relevant developments and emerging issues.

**Policy Implementation Matrix:**

Strategic Objectives	Strategies	Indicators	Actors	Timeline
To formulate an appropriate regulatory framework for establishment and sustainability of an effective M&E function in the county	<ul style="list-style-type: none"> <li>i. Formulation and implementation of County M&amp;E guidelines.</li> <li>ii. Establish baseline data and information on all policies, budgets, programs and projects</li> <li>iii. Set standards and requirements for result-based planning and M&amp;E through an M&amp;E plan</li> </ul>	<ul style="list-style-type: none"> <li>1. County M&amp;E Guidelines/Plan</li> <li>2. Baseline database</li> <li>3. County M&amp;E plan</li> </ul>	<ul style="list-style-type: none"> <li>Department responsible for M&amp;E</li> <li>Department responsible for statistics</li> </ul>	2020-2021
To enhance collection and utilization of data and M&E findings in decision making	<ul style="list-style-type: none"> <li>i. Mainstream M&amp;E in departments through awareness creation</li> <li>ii. Conduct regular performance review meetings with implementing departments</li> <li>iii. Incorporate utilization of M&amp;E findings in the departmental performance contracts</li> </ul>	<ul style="list-style-type: none"> <li>1. No. of awareness forums conducted</li> <li>2. No. of performance review meetings held</li> <li>3. Departmental Performance contract report</li> </ul>	<ul style="list-style-type: none"> <li>Department responsible for M&amp;E</li> <li>All County implementing departments &amp; sectors</li> </ul>	Annually



Strategic Objectives	Strategies	Indicators	Actors	Timeline
	iv. Undertake strategic evaluations to inform decision making	4. No. of strategic evaluations undertaken		
To strengthen M&E reporting, feedback and learning.	i. Develop an integrated M&E reporting framework  ii. Harmonize and integrate data management systems in the county for effective analysis and planning (sources of data; statistics, public participation, M&E and implementing departments)  iii. Establish a central county repository for data management	1. M&E reporting framework  County e-Integrated Data Management system  2. CIMES committees  3. CIMES knowledge management strategy	Department responsible for M&E S.D.U.  All County implementing departments & sectors	2020-2021

Strategic Objectives	Strategies	Indicators	Actors	Timeline
	<ul style="list-style-type: none"> <li>iv. Operationalize the CIMES committees and establish e-CIMES</li> <li>v. Develop knowledge management strategy for CIMES</li> <li>vi. Conduct annual M&amp;E fora for feedback and learning</li> </ul>	4. No. of M&E fora conducted		
To strengthen institutional & technical capacities and promote M&E culture in the county	<ul style="list-style-type: none"> <li>i. Capacity build the county staff on M&amp;E functions</li> <li>ii. Capacity build the CIMES committees</li> <li>iii. Ensure designation of an M&amp;E focal person in each department</li> <li>iv. Sensitization and information sharing to stakeholders</li> </ul>	No. of staff trained No. of trainings undertaken M&E focal persons placed No. of sensitization forums held and No. of reports disseminated	Department responsible for M&E All County implementing departments & sectors	2021-2022

Strategic Objectives	Strategies	Indicators	Actors	Timeline
To enhance resource allocation to M&E	<ul style="list-style-type: none"> <li data-bbox="604 204 1178 289">i. Ensure adequate budgetary allocation for the M&amp;E function</li> <li data-bbox="604 367 1178 509">ii. Ensure 1.5% of each project/ programme procurable budget is set aside for M&amp;E</li> <li data-bbox="604 587 1178 672">iii. Strengthen external resource mobilization strategies</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1199 204 1486 289">Amount (Ksh.) allocated</li> <li data-bbox="1199 315 1486 399">Amount (Ksh.) set aside</li> <li data-bbox="1199 477 1486 561">No. of proposals funded and No. of collaborations established</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1512 204 1734 347">Chief Officer responsible for M&amp;E Department</li> <li data-bbox="1512 367 1734 509">responsible for M&amp;E</li> <li data-bbox="1512 529 1734 672">All County implementing departments &amp; sectors</li> </ul>	2 years

**ANNEX 1**

**INSTITUTIONAL ARRANGEMENT FOR M&E COORDINATION, IMPLEMENTATION AND REPORTING**

