



COUNTY GOVERNMENT OF KITUI

**MINISTRY OF FINANCE, ECONOMIC PLANNING AND
REVENUE MANAGEMENT**

Department of Economic Planning and Budgeting

***KITUI COUNTY DRAFT MONITORING AND
EVALUATION POLICY 2024***

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2024

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Vision Statement

To be a prosperous county with vibrant rural and urban economies whose people enjoy a high quality of life

Mission Statement

To provide effective services and an enabling environment for inclusive and sustainable socio-economic development and improved livelihoods for all.

Theme

Accelerating Kitui Economic and Social Transformation Agenda (KESTA)

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Table of Contents

LIST OF ABBREVIATIONS	vi
FOREWORD	vii
ACKNOWLEDGEMENT	viii
1.0 INTRODUCTION	1
1.1 Background	1
1.2 Local Context.....	2
1.3 National Integrated Monitoring and Evaluation System.....	3
1.4 County Integrated Monitoring and Evaluation System.....	3
1.5 Importance of Monitoring and Evaluation.....	4
1.6 Rationale for The Monitoring and Evaluation	5
2.0 POLICY GOALS, OBJECTIVES AND PRINCIPLES	6
2.1 Overall Goal.....	6
2.2 Purpose of the M &E Policy	6
2.3 Strategic Objectives	6
2.4 Monitoring and Evaluation Principles	7
3.0 MONITORING AND EVALUATION POLICY IMPLEMENTATION	9
3.1 Introduction.....	9
3.2 Monitoring	9
3.3 Evaluation	10
3.4 Monitoring and Evaluation Tools	10
3.5 Financing.....	13
3.6 Policy Review	14
4.0 REPORTING, COMMUNICATION AND KNOWLEDGE MANAGEMENT	15
4.1 Introduction.....	15
4.2 Reporting and Communication	15
4.3 Report Preparation Process.	15
4.4 Communication Strategy	16
4.5 Learning and Knowledge Management	16
5.0 MONITORING AND EVALUATION POLICY STANDARDS	18
5.1 Introduction.....	18
5.2 Compliance with M&E Standards	18
5.3 M&E policy Incentives and Sanctions.....	18
6.0 CAPACITY DEVELOPMENT AND INSTITUTIONAL ARRANGEMENT.....	20
6.1 Introduction.....	20

6.2 Capacity Development.....	20
6.3 IT System and Enablers.	21
6.4 Institutional Arrangement	21
a) The county assembly.....	21
b) The County Executive Committee.....	21
c) County Monitoring and Evaluation Committee (COMEC)	22
d) County inter-governmental forum	23
e) M&E Unit	23
f) County Departments	24
g) Sub-County M&E Committees (Sub-COMEC).....	24
h) Ward M&E committees (Wa-MEC)	25
i) Village M&E committees (Vi-MEC).....	25
j) Project Management Committee (PMC).....	26
ANNEXES	27
Annex 1. Proposed institutional arrangement for coordination, implementation and reporting	27
Annex 3. Proposed report format outline.....	29
Annex 4. The policy implementation action plan	30

LIST OF ABBREVIATIONS

ADP:	Annual Development Plan
APR:	Annual Progress Reports
CECM:	County Executive Committee Member
CBO:	Community Based Organizations
CIDP:	County Integrated Development Plan
CIMES:	County Integrated Monitoring and Evaluation System
COMEC:	County Monitoring and Evaluation Committee
ERSWEC:	Economic Recovery Strategy for Wealth and Employment Creation
FBO:	Faith Based Organizations
KEPSA:	Kenya Private Sector Association.
M & E:	Monitoring and Evaluation
MTP:	Medium Term Plans
NGO:	Non-Governmental Organizations
NIMES:	National Integrated Monitoring and Evaluation System.
PET:	Public Expenditure Technical Surveys
PMC:	Project Management Committee
RBM:	Results Based Management

FOREWORD

The Kitui County Monitoring and Evaluation (M&E) Policy is designed to guide monitoring and evaluation of activities and processes within Kitui County. The policy seeks to place the practice of M&E within the broader Government management accountability framework and to clarify the M&E roles and responsibilities of key stakeholders in the county.

The policy was developed through participation of all stakeholders including The County Government Departments, Ministry of National Treasury and Planning, specifically Monitoring and Evaluation Directorate (MED) and development partners operating in Kitui county. It is based on Constitution of Kenya 2010, the County Governments Act, 2012, Public Finance Management Act, 2012 and Intergovernmental Relations Act, 2012.

As we move towards achieving the Vision for Kitui County and implementing our County Integrated Development Plan (CIDP), emphasis must be placed on our ability to monitor, evaluate and report on policies, programmes and projects to improve performance by stakeholders within the County. The periodic M&E reports are expected to complement other reports such as Budgets Implementation Reports and County Annual Monitoring and Evaluation Reports which are all expected to strengthen accountability and transparency.

It is our vision that this policy shall give all stakeholders and Kitui residents at large an opportunity to monitor and evaluate the progress of all programmes and projects and give their feedback to inform decision.

For this reason, I encourage all the stakeholders to make use of this policy with a view of enhancing wellbeing of the Kitui County Residents.

Peter Mwikya Kilonzo

CECM, Finance, Economic Planning and Revenue Management

County Government of Kitui.

ACKNOWLEDGEMENT

The desire to ensure transparency and accountability in implementing programmes and projects in Kitui County has necessitated preparation of the M&E policy to guide M&E process in the County.

In order to have prudent utilization and absorption of county resources, this policy shall ensure that M&E is carried out in all stages of Project Cycle Management. This shall therefore require M&E of Government programmes and projects taking into account the activities of all stakeholders in the county.

Economic Planning Department will take the lead in the implementation of the Policy and give support to all departments, development partners and all other stakeholders within Kitui County with regards to M&E.

I would like to thank H.E. The Governor, Kitui County for his leadership and passion in emphasizing the need to measure results and use of the M&E as a tool to inform decision. I acknowledge CECM for Finance, Economic Planning and Revenue Management, Mr. Peter Mwikya Kilonzo and other CECMs for the leadership in preparation and approval of the policy.

I appreciate the role played by the County Director of Planning and Budgeting Mr. Paul Kimwele for guiding the preparation process and Assistant Directors Victor Mwangi and Solomon Musembi, County Economists Daniel Mbathi, Boniface Muli, Faith Munah, Charles Mulatia, Geoffrey Gissaina, Gabriel David, Dickens Mutunga, Linda Musee, Onesmus Kaki, Felistus Munyao and Doris Samuel who worked devotedly throughout the process of developing this Policy.

I would also like to acknowledge the technical role the Monitoring and Evaluation Department (MED) of the National Government especially Mrs. Isabella Biwott, Mr. Welime Mabuto and Mr. Rodgers Achieng for their guiding role in the development of this Policy.

It is our desire that actualization of this policy shall enhance a functional M&E system in Kitui County.

Patrick Munuve

County Chief Officer- Economic Planning and Budgeting

1.0 INTRODUCTION

1.1 Background

Kitui County has continued to implement development projects to ensure growth and development of her people since the promulgation of The Constitution of Kenya 2010. This responsibility bestowed upon the county calls for evidence-based decision making and increased accountability and transparency.

Monitoring and Evaluation (M&E) plays a key role in informing policy making processes and is expected to better serve the County's increased demand for accountability. The reason for developing this policy is to ensure that there is compliance with County Government Act 2012 article 108 clause (1) (c) which gives provision for M&E; and Constitution of Kenya 2010 article 10 clause (2) (c) that embraces good governance, integrity, transparency and accountability in carrying out development policies, projects and programmes.

Kitui County has prepared M&E policy document which provides detailed information to guide M&E and assist in promotion of a good understanding and reliable practices of M&E for policies, projects and programmes. The policy focuses on the key components of M&E system that allows planners and stakeholders to develop and strengthen M&E procedures for projects and programmes.

This policy gives a clear highlights of the roles played by different stakeholders in the County regarding M&E of policies, projects and programmes. Some of the development plans to be monitored and evaluated include County Integrated Development Plan (CIDP), Annual Development Plans (ADP) and Spatial Plans in which all development projects and programmes are anchored on.

The document guarantees timely project monitoring, evaluation and reporting according to the County vision, mission and mandate. In this regard, the M&E reports will be shared between the County Government Ministries, National Government Ministries and other key stakeholders including County Assembly, Non-Governmental Organization (NGOs), Faith Based Organizations (FBOs), Community Based Organizations (CBO's) and Academia.

Implementation of the policy will strengthen the use of Results-Based M&E within the county thus enhancing evidence based decision making by availing credible and timely reports on the progress of project and programme implementation.

The policy is organized into six chapters covering:

- i. Introduction.
- ii. Policy goals, objectives and principles.
- iii. Policy implementation.
- iv. Reporting, Communication and Knowledge Management.
- v. M&E policy standards.
- vi. Capacity development and institutional arrangements.

1.2 Local Context

Since 2014, M&E in the county was carried out by the County Ministry of Administration and Coordination of county affairs whose mandate was to track the progress of all county development projects. However, due to lack of an integrated M&E system, implementation and M&E of the development plans, programmes and projects has been weak over the first five years of County Government inception. Complaints of non-implementation and non-completion of highly ambitious projects were common, information collection, analysis and reporting of results was undertaken in an ad hoc manner, and decision making and feedback at the local level was seldom based on verifiable evidence. In addition, the scope of M&E was limited to the output level, failing to give outcome or impact of interventions.

This policy shall ensure transparency and accountability in programme and project implementation at all levels and hence promote equity and transparency in resource allocation and utilizations. All stakeholders need to demonstrate that resources at their disposal are used efficiently and effectively by applying evidence based decision making and result based M&E.

In this regard, Kitui county government through this policy shall ensure that;

- a) Decision making is guided by evidence generated through M&E.
- b) There are M&E structures in all levels of County Government (Departments, Sub Counties, Wards and Villages) with Economic Planning department coordinating, overseeing and reporting on M&E activities.
- c) There is prudent management and accountability practices within the public service

- for effective and efficient delivery of services to Kitui County residents.
- d) Proper linkage between resource allocation and intended results.
 - e) There is collaboration among various stakeholders to avoid duplication.
 - f) There is adequate resources for the implementation of the M&E functions.

1.3 National Integrated Monitoring and Evaluation System

In 2003, National Integrated Monitoring and Evaluation System (NIMES) was used as the mechanism for the government of Kenya to track implementation progress for projects and programmes outlined in the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC). NIMES currently provides information that is used to prepare Annual Progress Reports (APRs) on implementation of Medium Term Plans (MTPs). Each APR evaluates performance against benchmarks and targets that are set for each year for various sectors in the MTP. It provides important feedback to policy makers and the general public on the national government's performance progress towards achieving various economic and social developmental policies and programmes set out in the MTPs.

Monitoring and Evaluation Department of National Government developed methodological and operational guidelines in 2005 to implement NIMES. The guidelines were developed to ensure a unified and standardized system that guarantees consistency of indicators, reporting formats and strategy development for coherent communication among stakeholders including the general public. The guidelines focused solely on government departments and other public sector agencies, and even though non-state actors involved in public development activities should comply with similar guidelines within their domain.

1.4 County Integrated Monitoring and Evaluation System

A County Integrated Monitoring and Evaluation System (CIMES) is a system to track development programmes within the county. CIMES brings together stakeholders implementing the CIDP and all other major investment programmes and projects in the county.

CIMES is primarily intended to;

- a) Verify whether activities of the priority projects and programmes are implemented according to planned timelines and targets as indicated in the CIDP;
- b) Verify whether resources are being used in an efficient and effective manner.
- c) Enable track progress of project implementation.
- d) Assess or estimate impacts made from any interventions.
- e) Guide decision making.
- f) Ensure there is harmonized M&E and reporting by all stakeholders concerning policies, projects and programmes within Kitui County.

CIMES will help to track progress towards the achievements of the policies, projects and programmes in the CIDP. Analysis of CIMES results will demonstrate whether resources allocated and spent on implementing CIDP investment programmes are leading to the intended outcomes, impacts and benefits to the people.

1.5 Importance of Monitoring and Evaluation

Disseminating M&E results can raise awareness of the county programmes and projects among the general public and help build positive perceptions about the leadership of the County which may lead to improved resource allocation towards the well performing counties.

M&E has the capacity to transform government departments and the public sector into a functional system that is participatory and representative. The process of M&E can be approached and understood from a multi-stage perspective, namely, the budget and allocation of scarce public resources, accountability and transparency, performance of public programs, enhancement of equality and providing opportunities to understand what public investments and interventions work well.

Results-Based M&E systems help to formulate and justify budgets, identify good practices, establish goals and objectives, focus on achieving outcomes, help in identifying and taking right decisions to correct weaknesses, and supports achievement of accountability. Therefore, M&E provides an “evidence base” for public budget resource allocation decisions and identifies mistakes and replicates success.

1.6 Rationale for The Monitoring and Evaluation

The rationale for carrying out monitoring and evaluation is to:

- i. Inform decisions and ascertain whether interventions put in place have achieved the planned goals. Monitoring allows for tracking progress of projects, programmes or policies vis-a-vis the planned goals.
- ii. Integrate M&E into the daily work of project implementers and other relevant stakeholders within Kitui County. Once set up, these systems can generate data and information allowing for greater transparency and accountability and help identify lessons learned. These insights can then be used in adjusting the existing approach in order to make it more effective and efficient.
- iii. Change the way planning, monitoring and evaluation are performed and the need to move RBM from activity planning (what are we going to do?) to planning for the overall results (what do we want to achieve?).
- iv. Measure the degree to which an intervention, strategy or policy has achieved its intended results which provides the basis for accurate reporting and the identification of lessons learned and obstacles faced. Building monitoring systems and envisaging evaluations at the onset of interventions will help Kitui county to design and review objectives and to forecast future resource needs.
- v. Support the learning process within organizations and beyond as they help us to understand what works and why. Therefore, it is of vital importance that lessons learned are being shared both, within the Kitui County and externally.

2.0 POLICY GOALS, OBJECTIVES AND PRINCIPLES

2.1 Overall Goal

The policy places more emphasis on M&E system. The overall goal of the policy is to provide guidance on M&E to all institutions within Kitui County. It shall give guidance and framework that will enable formation of an effective and efficient M&E system.

2.2 Purpose of the M &E Policy

The main purpose of this policy is to:

- a) Provide direction on how M&E will be conducted at various levels in the county.
- b) Outline the necessary structures to be put in place to ensure that programmes and projects are implemented and monitored in a timely, effective and efficient manner.
- c) Provide guidance on the involvement of key stakeholder in M&E process by outlining roles to be played by each stakeholder.
- d) Ensure that M&E skills are enhanced.
- e) Develop critical appraisal of the current system of monitoring and evaluation established by County government around the Programme of Action.

2.3 Strategic Objectives

The main objectives of this policy are:

- a) Create an M&E culture to support decision making in Kitui County.
- b) Promote establishment of evidence based M&E.
- c) Institutionalization of M&E and knowledge management.

All this shall be realized by setting the minimum M&E standards and requirements that ensure efficient utilization of resources and avoid duplication of projects.

The M&E Standards complement departmental guidance which outlines Kitui County's expectations for a given process, by providing an additional resource to assist in the articulation and measurement of quality. They are expected to be shared with M&E staff and implementation partners working with Kitui County.

In order for M&E process to be effective and efficient M&E should be an integral part of all stages of project cycle management which enhances the credibility of the M&E process and ensure increased acceptance of the findings.

2.4 Monitoring and Evaluation Principles

This policy adheres to a number of guiding principles. Taken together, the principles are mutually reinforcing and complimentary to ensure that the M&E policy supports the desired purpose of accountability. The M&E processes and systems underpinning this policy will become an integral component of project design and management.

The M&E principles under this policy are:

a) Transparency and accountability

Accountability is the obligation to demonstrate that work has been conducted in compliance with the laid down rules and procedure. It involves accurate reports on performance results against targets.

All key stakeholders in the county (Executive, Assembly, Development partners and general public) shall be accountable to one another through information sharing which could be during programme planning, budgeting, implementation and reporting.

b) Professionalism

M&E shall be carried out in a professional manner with officers and members of public engaged in M&E being trained on M&E matters. The county government will ensure that necessary competencies or skills to support M&E are acquired by the parties involved.

c) Quality and timely reports

M&E reports will be of high quality and timely shared. Monitoring shall be conducted throughout the duration of each project. The monitoring data and information shall serve to inform the performance monitoring reports and support management decisions and ongoing project and programmes. Project management, staff, M&E staff, and other key stakeholders, shall be responsible for the continuous use of M&E information in the implementation of the projects. Such information will assist project management in identifying opportunities and challenges and whether or not mid-course project alterations need to be made, what changes need to be made and how such changes should be implemented.

Regular M&E report will also be used by County Monitoring and Evaluation Committee (COMEC) to meet its regular reporting and accountability requirements.

d) Participation and ownership

Inclusion of all stakeholders in project identification, planning, budgeting, implementation, M&E and reporting will ensure ownership of the process by a large societal basis and hence ensure sustainability of the project. All stakeholders should have access to progress reports and take into consideration all the comments therein.

The policy has two questions to address with respect to ownership:

- i. Who does the development programme or project benefit or impact?
- ii. Do a sufficient number of beneficiaries feel ownership of the programme or project?

e) Inclusivity

To ensure inclusivity, all M&E processes shall consider gender equality, youth and people living with disability.

3.0 MONITORING AND EVALUATION POLICY IMPLEMENTATION

3.1 Introduction

The County M&E Policy applies to all development programmes and project implementers in the county. These include state and non-state actors in the county. The Policy will guide reporting and feedback on implementation of development programmes and projects at the village, ward, sub-county and county levels.

The M&E policy framework provides institutional framework to facilitate the implementation of M&E. The implementation of M&E policy will be managed by County M&E Committee (COMEC) in conjunction with the County M&E unit under Economic Planning Department. However, for the implementation to be successful, commitment and support of all stakeholders will be required.

County Integrated Monitoring and Evaluation Systems (CIMES) guidelines based on M&E standards shall be used throughout M&E process but before CIMES guidelines are put in place, COMEC shall borrow standards from international M&E standards.

3.2 Monitoring

Monitoring is an ongoing process of collecting, analyzing and using information to track a programme progress toward reaching its objective and to guide management decisions. Monitoring is conducted after a programme has begun and continues throughout the programme implementation period.

Monitoring will be the continuous assessment of programmes and projects while Performance will focus on measuring the success of the county's programmes and Project. The County Monitoring and Evaluation Committee (COMEC) shall set up guidelines and standards for monitoring, evaluation and performance in order to ensure improved and consistent measurement of development results.

This policy require that monitoring performance should be guided by result based monitoring system. Monitoring should be able to track progress of all projects under county development plans that is ADP and CIDP.

3.3 Evaluation

Evaluation is a rigorous and an independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and impacts contributing to decision making. Evaluations shall be done independently to provide COMEC and M&E staff with an objective assessment of whether or not they are on track to achieve intended impacts or goals. They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis.

Evaluation shall be done at outcome and impact levels and shall provide evidence-based information about a certain programme or project. This is mainly at baseline, mid-term and end-term levels. COMEC shall coordinate evaluation process in conjunction with Economic planning department.

3.4 Monitoring and Evaluation Tools

M&E shall provide the government and other stakeholders with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability and help the government to advocate for continued support.

The policy clarifies M&E tools that shall be used during M&E process.

These tools are:

i) Performance indicators.

These are measures of inputs, processes, outputs, outcomes, and impacts for development projects, programs, or strategies. They shall be used to track progress and demonstrate results of all programmes and projects implemented.

In order to come up with measurable indicators, the government shall involve all stakeholders in defining them hence help in management decision making. Indicators supported by sound data shall enable the government to make informed decisions.

They shall be used to:

- a) Set performance targets and assessing progress toward achieving them.
- b) Identify problems through an early warning system to allow corrective action to be taken.

- c) Indicate whether an in-depth evaluation or review is needed.

ii) Rapid appraisal methods.

This is a quick, low-cost way to gather the views and feedback of beneficiaries and other stakeholders in order to respond to decision-makers' needs for information.

This shall be used to:

- a) Provide rapid information for management decision-making, especially at the baseline, midterm and end-term stages of a programme or project.
- b) Provide qualitative understanding of complex socioeconomic changes, highly interactive social situations, or people's values, motivations and reactions.

iii) Impact evaluation.

This is a systematic identification of the effects – positive or negative, intended or not – on individual households, institutions, and the environment caused by a given development activity such as a programme or project. It shall help the government better understand the extent to which activities reach the poor and the magnitude of their effects on people's welfare.

This shall be used to:

- a) Measure outcomes and impacts of an activity and distinguishing these from the influence of other external factors.
- b) Clarify whether costs for an activity are justified.
- c) Inform decisions on whether to expand, modify or eliminate programmes or projects.
- d) Compare the effectiveness of alternative interventions.

iv) Cost benefit and cost-effective analysis.

These are tools for assessing whether or not the costs of an activity can be justified by the outcomes and impacts.

Cost-benefit analysis measures both inputs and outputs in monetary terms while Cost-effectiveness analysis estimates inputs in monetary terms and outcomes in non-monetary quantitative terms.

They shall be used to:

- a) Inform decisions about the most efficient allocation of resources.
- b) Identify projects that offer the highest rate of return on investment.

v) Formal surveys.

Formal surveys are used to collect standardized information from a systematically selected sample of people or households. Surveys often collect comparable information for a relatively large number of people in particular target groups. This shall require sound technical and analytical skills for sample and questionnaire design, data analysis and processing.

This shall require skill in economic analysis and availability of relevant economic and cost data.

These surveys shall be used to:

- a) Provide baseline data against which the performance of the strategy, program, or project shall be compared.
- b) Compare different groups at a given point in time.
- c) Compare changes over time in the same group.
- d) Compare actual conditions with the targets established in a program or project design.
- e) Provide a key input to a formal evaluation of the impact of a program or project.

vi) Public expenditure tracking surveys (PETs).

This tool is used to track the flow of public funds and determine the extent to which resources actually reach the target groups. The surveys examine the manner, quantity, and timing of releases of resources to different levels of government.

These surveys shall be used to:

- a) Diagnose problems in service delivery quantitatively.
- b) Provide evidence on delays, leakage and corruption.

vii) The logical framework approach.

Also referred to as Logframe is a tool that shall be used to help clarify objectives of any policy, programme or project. It aids in the identification of the expected causal links between programme inputs, processes, outputs, outcomes and impact. It is a vehicle used by stakeholders in clarifying objectives and designing activities. It leads to the identification of performance indicators at each stage of the project and risks which might impede the attainment of the objectives.

Logframe shall be used for:

- a) Improving quality of project and program designs—by requiring the specification of clear objectives, the use of performance indicators and assessment of risks.
- b) Providing objective basis for activity review, monitoring and evaluation.

3.5 Financing

Effective implementation of the M&E Policy requires provision of adequate financial and logistical resources. It is important for M&E specialists to weigh in on M&E budget needs at the project design stage so that funds are allocated specifically to M&E and are available to implement key M&E tasks. Consequently, M&E shall be an explicit component of planning and budgeting at project and programme level. In addition, each project or programme will be required to set aside at least 1% (percentage) of the total development budget for monitoring and evaluation. A general rule of thumb is that the M&E budget should not be so small as to compromise the accuracy and credibility of results, but neither should it be too high to divert project resources to the extent that programming is impaired. This will include any additional financial implications of addressing the minimum requirements and responsibilities of this Policy. A narrative justifying each line item can help guard against arbitrary budget cuts for M&E.

To effectively carry out M&E, the M&E Unit shall be allocated adequate funds to enable it coordinate M&E process throughout Kitui County. Concerted efforts to mobilize resources at all levels to support M&E initiatives shall be put in place by COMEC.

3.6 Policy Review

This policy needs to be reviewed from time to time to accommodate new changes in innovation and technology. The practice, approach and tools for M&E will continue to evolve with time and as a result the M&E policy will be reviewed through a participatory process after every five years, in line with the implementation period for the MTPs for Vision 2030, so as to capture relevant developments and emerging practices and approaches.

4.0 REPORTING, COMMUNICATION AND KNOWLEDGE MANAGEMENT

4.1 Introduction

The Chapter highlights the reporting, communication strategy, learning and knowledge management. The core objective of M&E reporting is to disseminate progress reports to all stakeholders and shall be communicated on quarterly, semi-annually and annually or as need arises. The reports shall be based on all planning documents in the county which include the CIDP, ADPs and annual budget estimates.

Evaluation reports will also be based on the planning documents and will assist in communicating and sharing key evaluation findings and recommendations with all stakeholders.

4.2 Reporting and Communication

The M & E reports shall be prepared on quarterly, semi-annually and annually to all stakeholders using prescribed templates as shown in annex 2.

4.3 Report Preparation Process.

- i. The M&E unit shall coordinate all departments, sectors, decentralized units and development partners in preparation of progress reports.
- ii. All departments shall submit all implementation reports to the Chief Officer Economic Planning for the purpose of reviewing progress before or on 15th day of the month after end of each quarter and on 15th day of month after closure of financial year.
- iii. The M &E units shall receive all timely reports from donor funded projects or from development partners from each ministry within the county for compilation purposes.
- iv. The M&E unit, in conjunction with sub county, ward and village M&E units, shall make an elaborate field visits to review progress of implementing projects on a continuous basis. The reports received shall be analyzed by M&E unit, package it under reporting standards and communicate the achievement and lessons learned.

The chief officer economic planning shall submit M&E reports to County Executive Committee Member (CECM) county treasury for deliberations at the County Executive Committee (CEC) level and shared with County Assembly (CA).

4.4 Communication Strategy

This policy shall ensure that communication is in line with the constitution article 35 Public communication and access to information. Reporting is a component of M&E since data is needed to support the major findings and conclusions presented in a project report. Often, the focus and frequency of M&E processes are determined by reporting requirements and schedules. Practical considerations in information reporting and utilization planning shall include:

- i) **Design the M&E communication plan around the information needs of the users.**
The content and format of data reports will vary, depending on whether the reports are to be used to monitor processes, conduct strategic planning, comply with requirements, identify problems, justify a funding request, or conduct an impact evaluation.
- ii) **Identify the frequency of data reporting needs.**
For example, project implementers/managers may want to review M&E data frequently to assess project progress and make decisions, whereas donors and other partners may need data twice a year to ensure accountability.
- iii) **Tailor reporting formats to the intended audience.**
Reporting shall entail different levels of complexity and technical language; the report format and media shall be tailored to specific audiences and different methods used to solicit feedback.
- iv) **Identify appropriate outlets and media channels for communicating M&E data.**
The policy consider both internal reporting, such as regular project reports to management and progress reports to donors and stakeholders, as well as external reporting, such as public forums, news releases, briefings, and Internet Web sites.

4.5 Learning and Knowledge Management

The M &E policy shall improve the learning and knowledge management across the county Ministries. The policy recognizes learning management for value generation and performance improvement.

The reports generated under this policy shall promote project implementation culture of learning and application of lesson learned from the timely and specific reports.

The policy shall ensure all key elements of knowledge management in M & E are followed in designing a learning strategy, documenting of success and best practices hence improve the available knowledge.

There will be a review of knowledge management's structures after every five years or at any given time with approval from county cabinet.

The M&E unit has the mandate to initiate and develop the learning strategy as a component of CIMES and facilitate practitioner's forums to share.

5.0 MONITORING AND EVALUATION POLICY STANDARDS

5.1 Introduction

This chapter highlights M&E standards that should be followed by all stakeholders in Kitui County. It outlines sanctions and rewards as a means of ensuring adherence to International M&E Standards.

M&E Standards define the key elements of project Design, Monitoring and Evaluation (M&E) and an organizational environment in which M&E can improve program quality and positively impact the people we serve.

5.2 Compliance with M&E Standards

Monitoring and evaluation standards shall address the following:

- i) Standardization of unit of measure with regard to indicators.
- ii) Clarity and harmonization of understanding on results chain (Input, output, outcome, impact) through capacity building.
- iii) Establishment of standardized format for reporting.
- iv) Design and establishment of County M&E tools.
- v) Integrated use of data collection methods.
- vi) Adherence to ethics with respect to cultural and confidentiality principles of the community.
- vii) Ensuring the rights of the public, contractors and interest groups are met during M&E expeditions.
- viii) Choosing M&E unit officers who are deemed credible to as to give weight to the reports they generate.

5.3 M&E policy Incentives and Sanctions

To ensure that international M&E standards are adhered to the unit should employ; incentives & sanctions, and requirement for periodic reporting

- i) Incentives: For instance, issuance of certificates of recognition for departments that conduct M&E, identification and recognition of M&E champions, continuous sensitization and capacity building.
- ii) Sanctions: Although sanctions will always be considered as the last resort in ensuring compliance, they will need to be applied if need be to ensure protection of public resources and service delivery. These sanctions include but not limited to, reprimand letters, withholding release of funds for contractors, name and shame, recommending action to respective county assembly committee
- iii) Established coordination framework (community social accountability) in which all stakeholders periodically participate and share information. Through this, capacity building gaps are identified and addressed so as to harmonize understanding of M&E standards

6.0 CAPACITY DEVELOPMENT AND INSTITUTIONAL ARRANGEMENT

6.1 Introduction

M&E capacity and needs assessment will help inform the development of M&E infrastructure and human capital at all levels. Capacity Development is the process through which individuals, organizations and societies obtain, strengthen, and maintain the capabilities to undertake monitoring and evaluation. Capacity will consist of human resource in terms of skill and numbers, organizational system and structure, finance, equipment and enabling environment.

Capacity Building will be the process of developing and strengthening the M & E skills, instincts, abilities, processes and resources that the County government and other development stakeholders need to survive, adapt, and thrive in the project implementation M & E.

The planning Unit in conjunction with Human resource office shall facilitate for skills training and capacity building in matters M&E.

6.2 Capacity Development

Mechanisms shall be put in place to ensure that officers charged with overseeing M&E activities at County, Sub County and ward levels are equipped with skills and capacities to perform their roles effectively. Building an adequate supply of human resource capacity is critical for the sustainability of the M&E system. The M&E Unit in collaboration with stakeholders shall develop a Capacity Development strategy to guide M&E capacity development at the County level to ensure effective implementation of CIMES and inculcate a culture of Managing for Development Results.

Towards this end, COMEC in collaboration with MED and other local training institutions shall arrange for capacity building of the actors. As part of the capacity development for CIMES, all technical staff charged with M&E responsibilities shall be trained on the principles of Monitoring and Evaluation, including the management of M&E activities. The strategy will define the resource requirement and it will be covering a period of five years. Capacity will be enhanced at technical, managerial and institutional.

6.3 IT System and Enablers.

The technical staff carrying out the M & E on development projects shall need necessary enabling equipment's to ensure smooth practice like vehicles, political good will and security. Under this policy, the planning unit will identify and acquire the necessary enabling equipment's.

6.4 Institutional Arrangement

This gives a brief description of the organizational structure of M&E system to be adopted in the county. The county government shall have effective and harmonized M&E unit which shall be mandated to carry out all M&E assignments according to the guidelines in the CIMES.

The institutional arrangement shall ensure smooth relationship between the County ministries, national government, development partners, CBOs, FBOs and any other stakeholders in carrying out M&E functions.

This policy proposes:

a) The county assembly

The Members of County Assembly (MCAs) apart from providing oversight, provides a link between the County Assembly and the electorate on public service delivery.

Specifically the roles of the County Assembly in relation to M&E shall be:

- i. Approval of County Integrated Development Plans (CIDP) and county annual budget estimates.
- ii. Scrutinizing departments' strategic plans to ensure compliance with, county priorities and accountability requirements for oversight purposes.
- iii. Approving M&E Annual Report that is County Annual Monitoring and Evaluation Report (CAMER) on the implementation status of county policies, programmes and projects through the governor.

b) The County Executive Committee.

This represents the executive office of the governor and it is composed of:

- i. All County Executive Committee Members
- ii. County Secretary.

The responsibility of the committee shall be:

- i. Ensure that M&E structures are established in all departments.
- ii. Championing, tracking and guiding implementation of the policy.
- iii. Sharing of M&E reports with the Governor, County Assembly and other stakeholders.
- iv. Championing M&E and performance management as a tool for delivery of development and services in the county.

c) County Monitoring and Evaluation Committee (COMEC)

The committee shall be the highest policy advisory body in relation to M&E.

It shall be composed of:

- i) County Chief Officers.
- ii) County Commissioner.
- iii) County secretary.
- iv) County Assembly Clerk.
- v) County Director responsible for planning and M&E functions.
- vi) Heads of department of National Government at the County Level.
- vii) NGOs/CBOs representatives (1-2) identified through registered umbrella bodies;
- viii) Private sector - identified through registered umbrella bodies like chamber of commerce and Kenya Private Sector Association (KEPSA).
- ix) Development partner representatives in the county.
- x) Representatives of: women, youth, persons with disabilities and CSOs

The committee shall be meeting on quarterly basis and will have not more than 30 members. The County Secretary and County Commissioner (or their representatives appointed in writing) will co-chair the COMEC.

Responsibilities of COMEC shall be:

- i. Oversee delivery, quality, timeliness and fitness for purpose of M&E reports.
- ii. Drive service delivery through Performance Management and M&E.
- iii. Receive, review and approve County M&E work plans and M&E reports.

- iv. Mobilization of resources to undertake M&E.
- v. Approve and endorse final county indicator handbooks.
- vi. Dissemination of M&E reports and other findings to stakeholders.
- vii. Submission of M&E reports to CEC, COG and other relevant institution including MED.
- viii. Advocate for the uptake of M&E and utilization of its findings in policy, planning and budgeting.
- ix. Champion the M&E agenda.

d) County inter-governmental forum

The roles of the Kitui County Intergovernmental forum in relation to the policy are:

- i. Ensure harmonization of reports by all state and non-state actors.
- ii. Coordination of development activities & reporting in the County.
- iii. Coordination of intergovernmental functions in the county.
- iv. Receiving and discussing annual reports prepared by M&E department.

The members:

- i. Governor / Deputy Governor-Chair;
- ii. Office of the Senator
- iii. Heads of all departments of the National government rendering services in the County;
and
- iv. County Executive Committee Members or their nominees appointed by them in writing.

e) M&E Unit

This unit shall be anchored at Economic planning department. Its roles shall be;

- i) Coordinate setting up of the M&E systems in the County.
- ii) Ensure compliance to the set standards for monitoring and evaluation.
- iii) Provide guidance and advice on best practices and support to departments and non-state actors in the effective utilization of evaluation as a management tool.
- iv) Guide evaluation exercise in the county and ensure implementation of the recommendations.

- v) Assessment of monitoring and evaluation capacity within Kitui County on a systematic basis.
- vi) Conduct periodic training with departments, agencies and organizations to build capacity in monitoring and evaluation.
- vii) Preparation of evaluation plans. The plan, which is to be approved by County Executive Committee, will identify the evaluations to be undertaken and the Agencies responsible for the conduct of these evaluations.
- viii) Monitoring the implementation of the M&E plan for evaluation of programmes/projects interventions.
- ix) Coordinate the production of M&E reports-County annual progress report on ADP, CIDP, Mid-term evaluation and end-term evaluation of CIDP.

f) County Departments

- i. Departments shall set up internal mechanisms to facilitate continuous monitoring of the Programmes/Projects interventions for which they are responsible. These should include the use of self-assessment tools, public feedback mechanisms and performance management reporting structures.
- ii. Each county ministry/ department will have an M&E champion to drive the M&E agenda including planning and budgeting in the ministry/department.
- iii. Production of periodic M&E reports.
- iv. Department CECs or COs may guide mid-term evaluations (MTEs) of their strategic plans to update the plans with new interventions in order to correct any lapses that may occur during implementation.
- v. Departments will provide resources in their annual budgets for the establishment or strengthening of internal monitoring and evaluation capacity.
- vi. Departments are responsible for data storage and updating of information on new and existing programmes and projects relevant to their Department.

g) Sub-County M&E Committees (Sub-COMECE)

The Sub-COMECE shall coordinate M&E functions at the Sub-county level. The committee shall hold meetings and approve all M&E reports at the Sub-county level. The meetings with a maximum of 20 members shall be co-chaired by the Deputy County Commissioner and the Sub-county Administrator. Other members shall include;

- i. Heads of Departments
- ii. Partners
- iii. CDF-Manager
- iv. Representatives of: women, youth, persons with disabilities.
- v. Representatives of CSO and NGOs and FBOs.

h) Ward M&E committees (Wa-MEC)

The Wa-MEC shall coordinate M&E at the Ward level.

The committee shall hold meetings and approve all M&E reports at the Ward level. The meetings with a maximum of 15 members shall be co-chaired by the Assistant County Commissioner and the Ward Administrator. In the absence of the Assistant County Commissioner, the Chief will be the co-chair

Other members shall include;

- i. Ward sector heads.
- ii. MCAs.
- iii. Representatives of women, youth, persons with disabilities.
- iv. Representatives from CSOs, NGOs and FBOs.

i) Village M&E committees (Vi-MEC)

The Vi-MEC shall coordinate M&E activities at the Village level. The committee shall hold quarterly meetings and approve all M&E reports at the village level.

The committee shall be composed of:

- i. Village elders.
- ii. Village administrators.
- iii. Chiefs.
- iv. Development partners.
- v. Business community.
- vi. Representatives of: women, youth, persons with disabilities and CSOs.

j) Project Management Committee (PMC)

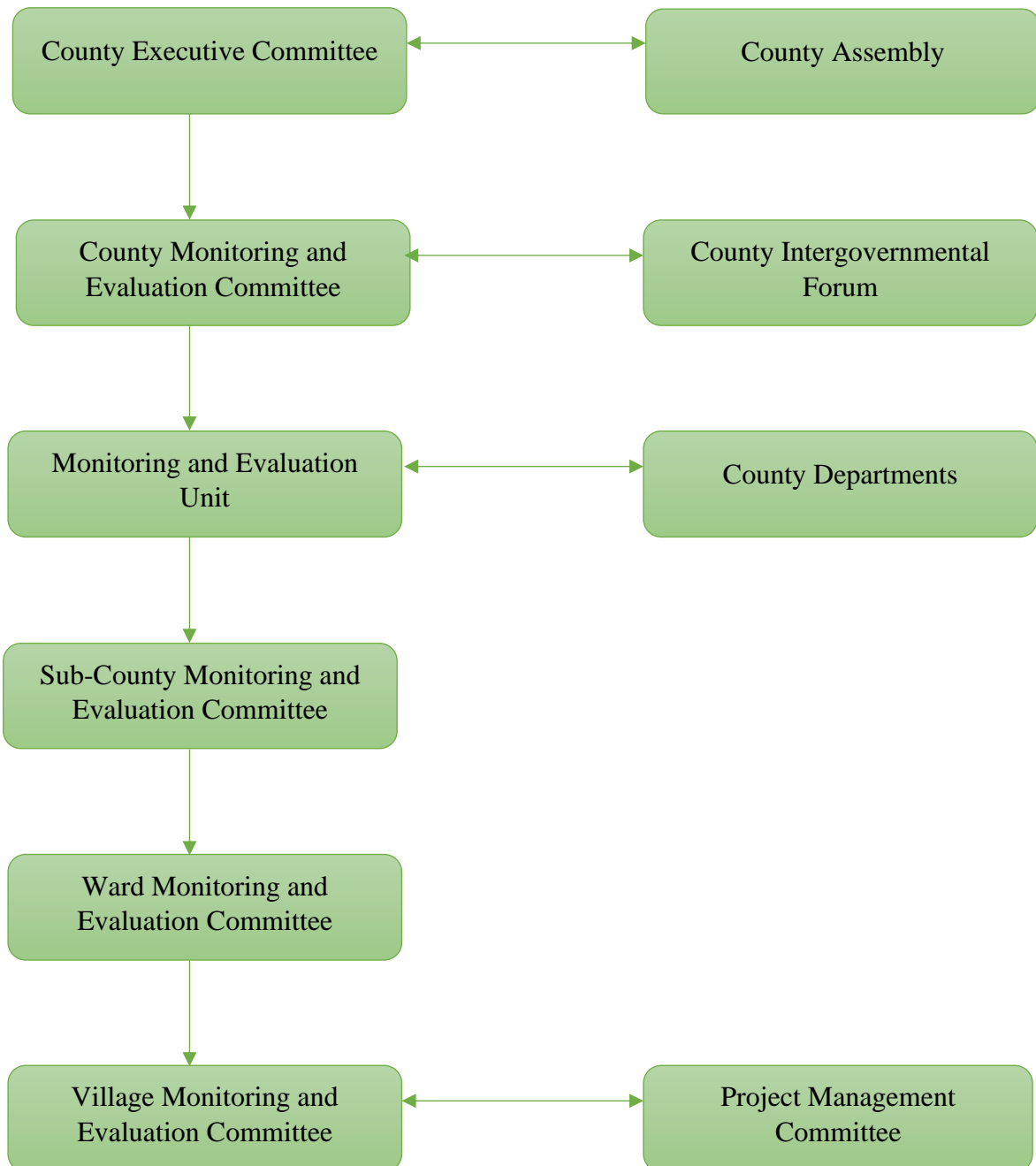
There will be a project management committee (PMC) per village composed of 5 elected members of the village who will be responsible for;

- i. Monitoring and supervising implementation of all projects in the village.
- ii. Preparation of village monitoring reports.
- iii. Join county technical teams in supervising projects and endorse inspection and acceptance reports to facilitate payments to contractors.

The PMC will be elected for a period of one year and the members can only be reelected once.

ANNEXES

Annex 1. Proposed institutional arrangement for coordination, implementation and reporting



Annex 2. Proposed M&E reporting template.

County	
Reporting Period	
Report submitted for COMEC by	Name.....Designation..... Signature..... Date

Outcome	Indicator	Base-line	Target	Achievement	Remarks/Action

Quarterly/annual M&E report

County/Sub county Name	
Reporting Period	
Report submitted for COMEC/ Sub-COMEC by	Name.....Designation..... Signature..... Date

Outcome:

Outcome indicator:

Target:

Achievement:

Output	Indicator	Base-line	Target	Achievement	Coverage area/Location	No Beneficiaries		Remarks/Action
						M	F	

Monthly M&E report

Ward/Village Name	
Reporting Period	
Report submitted for Wa-MEC/ Vi-MEC. by	Name.....Designation..... Signature..... Date

Output:.....

Output indicator:.....

Target:.....

Achievement:.....

Key Activity	Start Date		End Date		Activity Progress	Budget		Remarks
	Planned	Actual	Planned	Actual		Planned	Expenditure	

Annex 3. Proposed report format outline

Cover page

Vision and Mission

Table of contents

List of abbreviation

Executive summary

Chapter 1. Introduction to the project

1.1. General information

1.2. Objectives of the project

Chapter 2. An introduction of M&E

2.1. Objectives of M&E

2.2. Scope and targeted audience of the M&E

2.3. Methodologies and information sources

2.4. M&E activities and working plan

Chapter 3. An evaluation of the relevance of the project

Chapter 4. An evaluation of the progress and outputs of the project

4.1. The project progress

4.1.1. The project progress by implementing agency

4.1.2. The project progress by partners

4.2. Outputs of the project

4.2.1. Outputs submitted by implementing agency

4.2.2. Outputs submitted by partners

Chapter 5. Efficiency of the project

Chapter 6. An evaluation of sustainability of the project

Chapter 7. Conclusions and recommendations

Annex 4. The policy implementation action plan

Time-Frame	Policy Action	Responsible Department
	M & E policy departmental Validation workshop	Economic Planning and Budgeting
	Stakeholders Engagement	Economic Planning and Budgeting
	Validation Workshop	Economic Planning and Budgeting
	Update the policy after the workshop and Validation Workshop	Economic Planning and Budgeting
	Forward to CECM's-The County Treasury	Economic Planning and Budgeting
	Incorporating CECMs Inputs to the Policy	Economic Planning and Budgeting
	CECM's County Treasury submits to County Cabinet	Economic Planning and Budgeting
	Incorporating County Cabinet Inputs to the Policy	Economic Planning and Budgeting
	Cabinet Approval	CECM, Finance, Economic Planning and Revenue Management