



COUNCIL OF GOVERNORS

MODEL COUNTY MONITORING AND EVALUATION POLICY



Table of Contents

DEFINITION OF TERMS.....	i
ACRONYMS AND ABBREVIATIONS.....	iii
FOREWORD.....	v
PREFACE.....	vi
ACKNOWLEDGEMENT.....	vii
1 INTRODUCTION	1
1.1 Background	1
1.2 Policy and legal framework and landscape for M&E.....	2
1.3 International framework and standards for M&E.....	2
1.4 National legal and policy framework.....	2
1.5 Core policy issues.....	6
1.6 Rationale for the M&E policy.....	6
1.7 County M&E Policy formulation process.....	7
1.8 Structure of the document.....	8
2 GOAL, OBJECTIVES AND SCOPE OF THE M&E POLICY.....	9
2.1 Goal.....	9
2.2 Objectives.....	9
2.3 Scope.....	10
3 NORMS AND STANDARDS.....	11
4 POLICY PROVISIONS.....	13
4.1 Planning for M&E.....	13
4.2 Monitoring.....	14
4.3 Evaluation.....	15
4.4 Learning adaptation and knowledge management.....	15
4.5 Resource and budget for M&E.....	16
4.6 Capacity building for M&E.....	17
4.7 Role of Physical and ICT Infrastructure and Innovation.....	18
4.8 Data quality, management and integrity.....	18
4.9 Reporting and communication of M&E findings.....	19
4.10 Stakeholder engagement and public participation.....	20
5 IMPLEMENTATION OF THE M&E POLICY.....	21
5.1 Implementation and coordination arrangement.....	21
5.2 Institutional arrangements.....	22
5.3 Roles of state actors in the implementation of M&E Policy.....	23
5.4 Role of non-state actors.....	24
5.5 Building an Effective M&E Coordination Framework.....	24
6 POLICY REVIEW.....	25
7 REFERENCES	26
8 ANNEX: ROLES OF STAKEHOLDERS	27

DEFINITION OF TERMS

Activity: Actions taken/performed to produce specific outputs (i.e. meetings, workshops, trainings, assessments, etc.).

Baseline survey: A comprehensive data collection activity conducted at the outset of a programme or project to establish the initial conditions and benchmarks.

Data collection: The process of gathering information, either through surveys, interviews, observations, or other methods, to generate relevant data for M&E purposes.

Data quality: The extent to which data is accurate, reliable, complete, and consistent, reflecting its fitness for use in M&E.

Data visualization: The use of graphs, charts, maps, and other visual tools to represent data in a clear and understandable manner.

Evaluation: A systematic, evidence-based assessment and analysis, as impartially as possible, of activity, projects, programmes, policy, sectors, and services, relying on rigorous methods to ascertain both expected and unexpected results, as well as the processes, contextual factors and causal relationships along the results chain, in relation to evaluation criteria, such as relevance, coherence, effectiveness, efficiency, impact and sustainability.

Feedback loop: A mechanism for providing feedback from M&E findings to inform programme or project adjustments and decision-making.

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

Indicators: Signals of achievement or change related to an expected result, which provide a reliable means to measure achievement of outputs, outcomes and impacts with the intention of gauging the performance towards the expected results. They are quantitative or qualitative neutral variables that are used to measure changes along a scale or dimension but do not indicate the direction of change.

Input: The necessary resources used/invested to conduct activities, including human, financial, time, equipment, technology, supplies, etc.

M&E Plan: A document that outlines the objectives, methods, responsibilities, and timelines for M&E activities within a programme, project, or policy.

Mid-term review: A comprehensive assessment of progress and achievements conducted midway through the implementation of a program or project.

Monitoring: The systematic and continuous process of collecting, analyzing, interpreting and using data and information to understand the development situation, track the progress and performance of county programs, projects, and services, guide results focused programming and manage risks to development.

Outcome: The expected changes or immediate effects on the intended beneficiaries occurring as a result of policy, project or programme implementation.

Output: Direct products or services stemming from the implementation of a policy, program, project or an initiative.

Performance indicator framework: A structured framework that outlines the key performance indicators, data sources, baseline values, targets, and responsible parties for M&E.

Performance management: The systematic process of setting performance targets, monitoring progress, and taking corrective actions to improve program or project performance.

Reporting: The process of communicating M&E findings and results to relevant stakeholders, often through written reports, presentations, or dashboards.

Result: A describable or measurable change in a state or condition that derives from a cause-and-effect relationship and is at the output, outcome or impact level in results-based management.

Results chain: A sequence of results that are linked logically to achieve a goal. The chain starts with inputs, activities, outputs, outcomes and finally, impact.

Results-Based Management (RBM): A management approach that seeks to ensure that all actors contribute directly or indirectly to a defined set of results; this approach involves shifting the focus from activities to results, and the purpose is accountability, communication, direction/decision-making and learning.

Risk: The possibility that an event or circumstance will occur that affects the achievement of results, which can be considered a threat to success or an opportunity to increase success.

Stakeholder: Any individual, group, organization, or community that has an interest or is affected by county programmes, projects, or services.

Statistics: Statistics is the science of collecting, analyzing, and interpreting data. Unlike M&E, which focuses on results to improve performance of sectors, programmes, projects, interventions through tracking progress.

Targets: Magnitude or level of outputs expected to be achieved OR values against which the actual program/project achievements are measured.

Theory of change: A vision for change then maps backwards to identify the preconditions and changes necessary and sufficient for the successful achievement of the envisaged overall change; explaining the cause-and-effect relationships between the different levels in the results chain.

ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
AWP	Annual Work Plan
CIMES	County Integrated Monitoring and Evaluation System
CBO	Community-Based Organization
CBROP	County Budget Review and Outlook Paper
CEC	County Executive Committee
CECM	County Executive Committee Member
CADP	County Annual Development Plan
C-APR	County Annual Progress Report
CIDP	County Integrated Development Plan
CO	Chief Officer
CSO	Civil Society Organization
COMEC	County Monitoring and Evaluation Committee
COMESA	Common Market for Eastern and Southern Africa
GOK	Government of Kenya
COG	Council of Governors
EAC	East Africa Community
eCIMES	Electronic County Integrated M&E System
FBO	Faith-Based Organization
GIS	Geographic Information System
ICT	Information and Communication Technology

IGAD	Intergovernmental Authority for Development
IGRA	Intergovernmental Relations Act
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KNBS	Kenya National Bureau of Statistics
M&E	Monitoring and Evaluation
MELPIMD	Monitoring, Evaluation, Learning and Public Investment Directorate
MDA	Ministries, Departments and Agencies
MIS	Management Information System
MTP	Medium Term Plan
NCBF	National Capacity Building Framework
NGO	Non-Governmental Organization
NIMES	National Integrated Monitoring and Evaluation Committee
PFM	Public Finance Management
PIM	Public Investment Management
PMS	Performance Management System
SCOMECE	Sub-County Monitoring and Evaluation Committee
SDGs	Sustainable Development Goals
TOC	Technical Oversight Monitoring and Evaluation Committee
VIMEC	Village Monitoring and Evaluation Committee
WAMEC	Ward Monitoring and Evaluation Committee

FOREWORD



The Country has embarked on the implementation of the Fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030 and the Third Generation County Integrated Development Plans (CIDPs). The formulation of these development plans is hinged on the Bottom-Up Economic Transformation Agenda (BETA) which, because of its value chain approach, requires very strong monitoring and evaluation systems at both National and County levels of government.

This model County M&E policy is therefore a key milestone towards strengthening monitoring and evaluation systems in counties. The Council of Governors, in collaboration with its partners, has developed guidelines and provided technical support to counties to establish M&E systems. It has however been noted that these systems faced a number of challenges and therefore required an enabling policy environment to support the M&E function in the counties.

The model M&E Policy aims to address the existing gaps in M&E practices in county governments and provides a framework that counties can use as a reference point for their policies. The model policy considers the existing gap in legislation and administrative practices with respect to M&E. Some of the gaps are: inadequate planning for the M&E function; uneven and inconsistent quality and scope of routine monitoring; limited coverage and use of evaluations; inconsistent budgeting for M&E. As a result, the county governments, the county assemblies, and the citizens are not sufficiently informed on the value for money of public investments, the success or failure of public programmes, and the lessons which provide the foundation for reform and development.

It is envisaged that the use of this model policy to formulate county specific monitoring and evaluation policies for implementation has the potential to: improve the quality of assessment of public policies and investments through strengthening M&E practices; enable the county governments and other actors to access greater evidence to inform policy, programme and project related decisions; and encourage greater transparency and accountability for the use of public resources. One of its innovations includes its proposal that finances for M&E are clearly allocated during budgeting processes.

I encourage all county governments, and partners to use this model policy to guide their policy formulation processes.

H.E FCPA Ahmed Abdullahi, EGH

**CHAIRPERSON
COUNCIL OF GOVERNORS**

PREFACE



Monitoring and Evaluation (M&E) is very important in advancing the development agenda of counties by promoting accountability, transparency, and evidencebased decision-making. The Model M&E Policy has been developed as a guiding framework to standardize and strengthen M&E practices across all counties in Kenya. It provides clear principles, structures, and processes to enhance the planning, implementation, and assessment of policies, programmes and projects, ensuring they align with county development priorities and deliver tangible benefits to citizens.

This policy emphasizes collaboration and participation by involving different stakeholders, including county government departments, civil society organizations, development partners, private sector actors, and the public, in M&E activities. It aims to build a strong M&E culture within counties by promoting capacity building, knowledge sharing, and the use of data-driven insights to improve service delivery. By institutionalizing M&E processes, counties will be better equipped to assess their performance, adapt to emerging challenges, and optimize resource utilization to achieve sustainable development.

As the Council of Governors (COG), we are committed to supporting the implementation of this policy in every county to drive transformative development and improve the quality of life for all citizens. I encourage all county governments to adopt and adapt this policy to their specific contexts and to work collaboratively in building a strong M&E ecosystem that upholds accountability, promotes learning, and drives impactful outcomes.

Ms. Mary Mwititi, EBS

CHIEF EXECUTIVE OFFICER COUNCIL OF GOVERNORS (COG)

ACKNOWLEDGEMENT

The Council of Governors would like to acknowledge and give warmest thanks to those who participated in developing this Model County Monitoring and Evaluation Policy. Specifically, we acknowledge the State Department for Economic Planning, through the Monitoring and Evaluation Directorate for spearheading Monitoring and Evaluation frameworks in both levels of government.

Secondly, the COG acknowledges the coordinative role of the Finance, Planning and Economic Affairs Committee together with the secretariat, in planning and convening the drafting and validation meetings to develop this policy. The secretariat also assisted in bringing together the counties to give their input to and validate the policy.

The valuable contributions made by Kenya Institute for Public Policy Research and Analysis (KIPPRA) in developing this model policy is highly appreciated. The KIPPRA team led in guiding the formulation of this policy, which will change the Monitoring and Evaluation landscape in the counties.

The Kenya National Bureau of Statistics (KNBS) played a key role in developing relationships between data, monitoring and evaluation and reporting, and their contribution made it possible to complete this document.

We also give special thanks to the counties that participated in validation of this Model Monitoring and Evaluation Policy. Your contributions assisted in aligning the document to existing county M&E frameworks.

Without the assistance of the United Nations International Children's Emergency Fund (UNICEF), this work would not have been accomplished. UNICEF's financial, technical and organizational support was immense in developing this model policy.

Lastly, we also thank other stakeholders for their valuable contributions in developing this model policy and look forward to its domestication to ensure success of the M&E function across all the 47 county governments.

1. INTRODUCTION

1.1 Background

1. The County Governments are devolved governance units established by the Constitution of Kenya and have been in existence in Kenya for over a decade. On this basis, Schedule Four of the constitution outlines various functions devolved to the county governments. This means that county governments are tasked with significant responsibility to drive economic and social development as well as environmental protection at local levels. Consequently, county governments deliver development agenda through county level policies, strategies and plans such as County Integrated Development Plan (CIDP), as well as through implementation of various programmes and projects. The county governments therefore also contribute to National Development Strategies and Plans including the Vision 2030 and its associated Medium Term Development Plans (MTPs). Monitoring and evaluation at county level is therefore crucial in providing important information on implementation progress of policies, strategies, plans, projects and programmes towards achievement of development goals at the county and national levels and to inform planning decisions based on evidence.
2. In order to facilitate effective monitoring and evaluation at [xxx] county, there is a need for a robust monitoring and evaluation framework. The State Department for Economic Planning, through the Monitoring, Evaluation, Learning and Public Investment Directorate (MELPIMD), has already developed the County Integrated Monitoring and Evaluation System (CIMES). This system is a replica of the National Integrated Monitoring and Evaluation System (NIMES), which is a nationwide framework for monitoring and evaluation. CIMES is designed to guide the operationalization of M&E at the county level, ensuring consistency and effectiveness in the M&E processes across counties. However, a policy and legal framework in the county is required to anchor and guide the M&E function and CIMES.
3. The foregoing background is the context within which a desire has arisen to transition from the hitherto ad hoc management of monitoring and evaluation to a more substantive policy framework in [xxx] county. This transition is intended to rationalize existing measures and identify new ones to promote monitoring, evaluation and learning for sustainable development.
4. This [xxx] County M&E Policy aims to provide a policy framework for implementing the CIMES. The policy framework will enhance the ability of the county M&E system to refine data collection and reporting mechanisms as well as assessment of the results from activities and other interventions in [xxx] county and, more specifically, institutionalize the role of the responsible M&E [Unit/Department]. It will also define the reporting requirements and possible sanctions for stakeholders in case of default.
5. The Policy reflects [xxx] County's Government's commitment to ensuring accountability for development results; defines mechanisms for measuring the efficiency and effectiveness of public policies, programmes and projects; creates channels for effective feedback on policy implementation to support efficient resource allocation; facilitates transparency and allows citizens and development stakeholders to appraise results; and aligns with the goals of the County Integrated Development Plan (CIDP), the MTP IV, sustainable development goals (SDGs), Kenya Vision 2030, and other development plans.

6. The policy outlines the roles and responsibilities of various stakeholders, including public sector institutions, civil society, and the private sector and development partners. The policy emphasizes the importance of tying together information producers and users within a coherent system. It also sets the framework for effectively managing development results at all levels.

1.2 Policy and legal framework and landscape for M&E

7. The policy and legal framework for monitoring and evaluation for county governments is anchored on various statutory and policy guidelines. These include:

1.2.1 International framework and standards for M&E

8. This M&E policy is also anchored and informed by various global framework and standards that include:

a. OECD-DAC Criteria for Evaluating Development Assistance

9. The Organization for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC) established widely used criteria for evaluating development interventions. This policy takes into consideration these criteria that include Relevance, Effectiveness, Efficiency, Impact, Sustainability, Coherence and Inclusiveness.

b. UN Evaluation Group (UNEG) Norms and Standards

10. Kenya being a member of the United Nations, this Policy also links to the UNEG norms and standards that guide evaluation within the United Nations system which focuses on Independence, Utility, Credibility and Ethics.

c. Sustainable Development Goals (SDGs) Monitoring Framework

11. The United Nations developed a framework for monitoring and evaluation across the 17 goals and 231 indicators to be applied across member states and emphasizes Data collection and disaggregation to track inclusivity, Aligning national and local M&E systems with global goals, regular reporting through Voluntary National Reviews (VNRs).

1.2.2 National legal and policy framework

a. The Constitution of Kenya

12. The Constitution of Kenya 2010 provides the foundational framework for governance, including the role of counties in public service delivery and development planning. It emphasizes the principles of devolution of power, self-governance, and participation of the people, checks and balances as the objects of devolution. Service delivery ought to be governed by the principles of transparency, integrity, access to information, and accountability, which all county governments are required to adhere to. These principles are provided under Articles 10, 35, 56, 174, 185, 201, 225, 226, 227 and 232. These provisions should act as a guide for monitoring and evaluation of county policies, programmes and projects.

b. Public Finance Management Act, 2012

13. In Section 104 of the PFM Act, a County Treasury is obligated to monitor, evaluate, and oversee the management of public finances and economic affairs of the county government. Section 126 (1) (c) (iii) and (f) of the Act requires every county government to prepare a development plan in accordance with Article 220 (2) of the Constitution, that includes programs to be delivered with details for each program, measurable indicators of performance where feasible and the budget allocated to the program; and a detailed description of proposals with respect to the development of physical, intellectual, human and other resources of the county, including measurable indicators where those are feasible.
14. Section 166 (2) (a) of the PFM Act 2012 provides that an accounting officer for a county government entity shall prepare a report for each quarter of the financial year in respect of the entity containing information on the financial and non-financial performance of the county.
15. The PFM (County Governments) Regulations, 2015 Regulation 129 (1), provides the responsibility for monitoring, evaluation, and reporting. The CECM responsible for matters related to planning shall also set up a system that shall facilitate efficient and effective data collection, storage, and exchange to monitor and report on non-financial performance of the county government's entity, individual programs and projects.

c. Intergovernmental Relations Act (IGRA), 2012

16. Section 8 (f) and (h) of the IGRA, 2012 mandates the National and County Governments Coordinating Summit to evaluate the performance of county governments, monitor the implementation of county development plans and recommend appropriate actions. The Council of Governors under Section 20 (1) (f) provides a forum for receiving reports and monitoring the implementation of inter-county agreements on intercounty projects.

d. Public Finance Management (Public Investment Management) Regulations, 2022

17. Regulation 3 of the PFM (PIM) Regulations provides for the purpose of the Regulations which is to provide a legal framework for efficient and effective public investment management that includes implementation, monitoring, evaluation and reporting to ensure value for money and optimal use of public resources. These Regulations exist alongside the Public Investment Management Guidelines, 2019 which provide for tracking results and impact evaluations for public investments.

e. National Monitoring and Evaluation Policy, 2022

18. The Kenya National Monitoring and Evaluation Policy provides guidance on the establishment and implementation of the Monitoring and Evaluation (M&E) function in all public sector institutions and other partners implementing public policies, programmes, and projects at both National and County levels. The policy emphasizes Standardized M&E frameworks across sectors and levels of government, Capacity building for M&E personnel, and Data management and reporting to inform policy decisions. It requires that all stakeholders including counties implement the policy with respect to each policy, programme and project

being undertaken for the purpose of undertaking monitoring and reporting of progress, in line with the Kenya Evaluation Guidelines.

f. Kenya Policy on Public Participation, 2023

19. The Kenya Policy on Public Participation sets out overarching comprehensive and coherent standards for effective and meaningful public participation for the national and county governments and provides a framework for the coordination of public participation in order to fulfil constitutional requirements on citizen engagement in development and governance processes in the country. This policy promotes effective participation of children, minorities and marginalized groups at all levels of governance and also promote effective public participation in planning, budgeting and implementation of approved plans and budgets.

g. Kenya Vision 2030

20. Kenya Vision 2030 is a long-term development blueprint for Kenya and outlines the country's development goals and strategies for achieving a middle-income, globally competitive, and prosperous nation by the year 2030 in a clean and secure environment. Part of the Vision 2030 framework involves a robust system of M&E to track progress and ensure that the goals and targets are achieved. The vision is implemented through a series of five-year Medium-Term Plans (MTPs). At the county level, the counties are required to develop CIDPs in alignment with the national development blueprint and detail how each county will contribute to achieving the goals of Kenya Vision 2030. M&E processes including annual progress reports, midterm and end-term reviews are applied in the CIDPs to monitor progress towards achievement of the goals.

h. Monitoring and Evaluation Norms and Standards for the Public Sector, 2020

21. The Norms and Standards, 2020 provide the yardstick for M&E during the planning and implementation phases of public policies, programmes, and projects. They also highlight benchmarks for promoting use of M&E information and for effective implementation of the M&E System. The Norms include constitutional provisions, national agenda and international commitments, utility, credibility, impartiality, ethics, independence, participatory and organizational culture. The Standards include measurable results, monitoring plan, evaluation plan and a budget for M&E.

i. Kenya Evaluation Guidelines, 2020

22. The overall objective of the Guidelines is to ensure evaluations are conducted in an impartial, transparent and participatory manner, based on empirical evidence that is valid and reliable with results being made available to the Public. The guideline contains among others the Criteria for conducting Evaluations; major types of evaluations in the Public Sector; evaluation classification, evaluation methodology, guiding principles and evaluability assessment; guidance on how to develop an evaluation plan and who should be involved; step by step guide on how to manage an evaluation process; and how quality assurance and assessment will be conducted for Public Sector evaluations.

j. Guidelines/Standards for Preparation, Appraisal, Monitoring and Evaluation for Development Projects, 2020

23. The objective of the Guidelines is to provide guidance in planning, project appraisal, monitoring and evaluation of projects in the Public Sector. The Guidelines outline the standards applicable to all new projects during preparation and appraisal; standards applicable to all new projects during M&E; information required during appraisal of locally administered projects; information required during appraisal of other projects (excluding locally administered projects); and the format to be used to collect information on projects implementation status.

k. Monitoring, Reporting and Evaluation Toolkit

24. A toolkit for monitoring, reporting and evaluation tools accompanies this M&E Policy to support its implementation. These are tools and templates that guide monitoring, evaluation, and reporting. The county can leverage these tools to enhance their M&E functions. They include the Kenya National Evaluation Plan, County Annual Progress Report (C-APR) Guidelines, CAPR Reporting Template and the Annual Progress Report Template.

l. Public Policy Handbook 2024

This M&E policy has been developed in line with the Kenya's Public Policy handbook 2024 which provides a guide to the development of public policies in Kenya. The handbook defines public policy and outlines the process steps in developing an effective public policy. The development of this policy has been done following the prescribed public policy developed cycle, principles and best practices including problem identification and Agenda setting, policy formulation, stakeholder engagement and public participation as well as alignment of the structure to the general policy process

m. County Governments Act, 2012

25. The County Governments Act, 2012, Section 3 (l) provides for the promotion, evaluation and reporting on the compliance by county public officers with the values and principles in Articles 10 and 232 of the Constitution. Section 47 requires the counties to design performance management plans to evaluate performance of the county public service and the implementation of county policies. Such a plan should also provide for annual performance reports, citizen participation in the evaluation of the performance of county government, and public sharing of performance progress reports among others. Section 108 requires County governments to prepare the County Integrated Development Plans (CIDP) which shall provide for an implementation plan with clear outcomes; monitoring and evaluation; and clear reporting mechanisms among others.

n. County Integrated Monitoring and Evaluation System (CIMES) Guidelines, 2019

26. The CIMES Guidelines serve to assist county governments to set-up, design, implement and sustain a functional M&E system that tracks county development. CIMES is a tracking system for county development results and performance. It verifies whether the activities of each county's priority project or programme are happening according to planning timelines and targets presented in the CIDP; and whether resources are being used in a

correct and efficient manner. The CIMES is a replica of the National Integrated Monitoring and Evaluation System (NIMES) that helps the national government track progress towards implementation of vision 2030. CIMES is anchored on the county performance management framework and provides essential input into NIMES.

o. County Public Participation Policy and Laws

27. Public Participation is a crucial provision of the Kenyan Constitution and is also critical in the M&E process to ensure accountability and responsiveness. The [xxx] county's Public Participation Policy/ Act, requires that citizens are involved in planning, budgeting, and evaluating projects and policies.

p. Executive Orders and County Legislation

28. **[A specific county may have specific executive orders, laws and regulations relating to M&E and may be described under this section].**

1.3 Core policy issues

29. [The county should undertake its own capacity assessment, using a standardized capacity assessment tool, to identify county specific policy issues for M&E. The county may also rely on capacity assessments undertaken by partners, national government or the Council of Governors]
30. [xxx] county has undertaken its own internal and external assessment and has identified various gaps in her M&E framework and identified the following gaps that requires a policy intervention:
 - a) There is inadequate data management which has made it a challenge when it comes to preparation of proper county level reports on progress for various stakeholders within and without the county.
 - b) There is inadequate policy and legal framework to link development planning, budgeting and M&E
 - c) Inadequate data and information has continued to undermine accountability and transparency to citizen participation and feedback
 - d) Inadequate M&E framework in the county has meant that poor communication, poor data quality and utilization in the County planning and policy cycles, and programme and project management

1.4 Rationale for the M&E policy

31. This M&E policy is expected to strengthen the implementation of the Constitutional provisions on M&E in the [xxx] county. The constitution of Kenya provides the basis for M&E as an important part of operationalizing government activities to ensure that transparency, integrity, and accountability principles are embraced in resource allocation and management at devolved levels of Government.

32. The [xxx] county M&E policy is also fundamental in alignment and consolidation of the diverse legal and regulatory provisions on M&E as outlined in laws of Kenya. These include the County Governments Act No. 17 of 2012 which in Section 108 (1) states “There shall be a five-year CIDP for each county which shall have: (a) clear goals and objectives; (b) an implementation plan with clear outcomes; (c) provisions for monitoring and evaluation; and (d) clear reporting mechanisms. A monitoring and evaluation section is currently included in Chapter 6 of the CIDP which outlines how county programmes and projects are monitored and evaluated. In addition, the Public Finance Management Act 2012, Section 104, also defines the responsibility to monitor, evaluate and oversee the management of public finances and economic affairs of the county government, including the monitoring of the county government’s entities to ensure effective management of their funds, efficiency and transparency and, in particular, proper accountability for the expenditure of those funds; and reporting regularly to the county assembly on the implementation of the annual county budget. The Public Finance Management (Public Investment Management) Regulations, 2022, Regulation 3, also provide a legal framework for efficient and effective public investment management that includes implementation, monitoring, evaluation and reporting and learning to ensure value for money and optimal use of public resources.
33. The M&E Policy will complement other government policies and initiatives, such as the County Integrated Development Plan (CIDP), Kenya Vision 2030, and the Sustainable Development Goals (SDGs). The policy is intended to serve as the basis for establishing M&E systems and processes that span the entire county government. It guides the integration and implementation of results-based management (RBM) and M&E practices across various sectors and involves multiple stakeholders. In turn, accurate and documented M&E information/data will play a critical role in reviewing, scaling up, or discontinuing policies, programmes or projects that deviate from achieving targeted results.
34. The [xxx] County M&E Policy seeks to strengthen the practice of M&E by promoting a culture of M&E, enhancing technical and managerial competencies, addressing reporting delays, and ensuring adequate financial resources for M&E activities.
35. The Policy will enhance the basis for decision-making within the county government, including the County Governor, County Executive Committee, County Assembly, and Local Councils. It will facilitate evidence-based public policy and programmatic decisions and strengthen accountability regarding [xxx] County Government policies and programmes. This will ultimately improve the confidence of the citizens in the capability of the County Government to systematically hold MDAs to account for achieving results based on reliable information.

1.5 County M&E Policy formulation process

[The county should update this section with a description of the three stages of the policy development process – 1) problem identification and agenda setting, 2) policy formulation, 3) policy adoption and approval]

36. The development of this [xxx] county M&E policy followed a highly consultative process which was open, inclusive, and participatory involving all key county stakeholders, inclusive of ***[the county to list the main stakeholders consulted]***. This draft policy was developed

using the model County M&E Policy that had developed in consultation with stakeholders, such as the Monitoring, Evaluation, Learning and Public Investment Directorate (MELPIM), the Kenya National Bureau of Statistics (KNBS), and the Council of Governors (COG). It was also subjected to internal review and validation. The process began by conducting a county M&E assessment as part of the problem identification and agenda setting process. During this stage, the policy issues and gaps were identified and formed the rationale and basis for this M&E policy.

37. The drafting team undertook desk reviews on several policy documents, including the Kenya Constitution, the Public Finance Management (PFM) Act 2012, the National Monitoring and Evaluation Policy, 2022, County Integrated Monitoring and Evaluation System (CIMES) guidelines, among others. Further, the [xxx] County mapped and engaged stakeholders through various consultative forums. The discussion provided additional inputs or amendments during the drafting process.
38. Based on the outcomes of the problem identification and agenda setting and stakeholder engagement, the M&E policy was formulated and drafted.
39. The policy adoption and approval stage began with stakeholder engagement and public participation which was done through [state the forum used]. And a validation exercise completed through [state the forum used] with identified stakeholders.
40. This led to the preparation of the cabinet memo and subsequent approval of this policy by the Cabinet.

1.6 Structure of the document

41. This policy document is structured to provide comprehensive and coherent guidelines for Monitoring and Evaluation (M&E) in [xxx] County. Chapter one introduces the background, policy and legal framework, international framework and standards, core policy issues, rationale for the policy, the process used in the development of this policy and the policy structure. Chapter Two highlights the goals and objectives of the policy as well as its scope. Chapter Three outlines the Norms and Standards that forms the foundations and values upon which the policy is anchored in the county [xxx]. Chapter Four is the core of this policy and elaborates the policy provisions for the monitoring, evaluation procedure and reporting of monitoring and evaluation. Chapter Five details the implementation and institutional arrangement for effective implementation of this policy and delineates the roles and responsibilities of various stakeholders, including State actors, non-state actors, and the public, in the M&E process. Chapter Six outlines the mechanisms for regularly reviewing and updating this policy to ensure its continued relevance and effectiveness while Chapter Seven is the list of reference documents that have informed this policy. Finally, an annex of a tabular list is provided in Chapter Eight to show the roles of stakeholders in the implementation of this policy. This structure ensures a logical and systematic presentation of the policy framework, guiding the reader through the key aspects of M&E in [xxx] County.

2. GOAL, OBJECTIVES AND SCOPE OF THE M&E POLICY

1.7 Goal

42. The goal of this policy is to establish a robust and sustainable M&E system for [xxx] County and institutionalize the practice of RBM and M&E in the county public sector to enhance the performance of policies, programs and projects for achievement of the County's development goals. Adequate and effective M&E promotes accountability, informed decision-making, and the effective use of resources to achieve the county policy and programmatic goals.
43. This system will serve as a foundation to enhance evidence-based decision-making, evidence-based decision-making, accountability, and impact, providing a structured framework for monitoring, evaluating, and learning and ultimately contributing to the effective and efficient delivery of public services by [xxx] County Government, County Assembly and other stakeholders.

1.8 Objectives

44. The main objectives of the [xxx] M&E policy are to:
 - a) Strengthen the policy and legal framework linking planning, budgeting, and M&E.
 - b) Promote an M&E culture in the County and institutionalize M&E by embedding principles and standardizing practices within all County Government departments and programs, establishing clear roles and responsibilities for all stakeholders, and developing a standardized framework for an M&E system aligned with national guidelines and enhancing the use of M&E norms and standards.
 - c) Enhance M&E capacity of County Government staff and stakeholders, strengthening technical and managerial skills to effectively monitor and evaluate policies, programs and projects at all levels.
 - d) Improve communication, data quality and utilization in the County planning and policy cycles, and programme and project management by strengthening data collection, management, and analysis systems and enhancing the use of M&E findings to inform policy and program adjustments, and improving data sharing, dissemination and communication among stakeholders and facilitating timely and accurate reporting of progress and results at all County levels.
 - e) Foster accountability and transparency by increasing public access to M&E information and reports, promoting citizen participation in the M&E process, and
 - f) ensuring accountability for the performance of County Government programs and projects.
 - g) Align [xxx] county's M&E framework with national and international frameworks by integrating M&E process, principles and standards with the County Integrated Development Plan (CIDP), Medium-Term Plan (MTPs), Sustainable Development

Goals (SDGs), and other relevant national and international frameworks.

- h) Enhance the coordination within County Government Administrative Divisions and of public and private institutions in the supply and demand of monitoring and evaluation.

1.9 Scope

- 45. This Monitoring and Evaluation (M&E) Policy provides the overall guide for M&E for monitoring, evaluation and reporting of implementation of policies, plans, programmes and projects in [xxx] county. It will serve as a foundation for evidencebased decision-making by the County Government, County Assembly, and other stakeholders, providing a structured framework for monitoring, evaluating, reporting and learning.
- 46. The policy applies to all policies, programs, projects, and activities implemented within the boundaries of the county and encompasses all county government sectors and departments, fostering an M&E culture by embedding M&E principles across all departments; enhancing the capacity of County Government staff and stakeholders; improving data quality and utilization; and promoting accountability and transparency; aligning with national and international frameworks; and enhancing coordination within County Government and between public and private institutions in the supply and demand of monitoring and evaluation.
- 47. This M&E Policy recognizes the crucial role of statistics in informing the M&E process. While the County Statistical Abstract, under the County's Statistics Policy, it complements this M&E policy by providing valuable data on key development indicators. The M&E policy on the other hand focuses on a broader range of data, including output, outcome, and impact indicators derived from the County Integrated Development Plan (CIDP), Annual Development Plans (ADPs), and other sectoral plans, enshrined in the County Indicator Reference Handbook.
- 48. This policy outlines guiding principles for M&E activities, defines the roles and responsibilities of all stakeholders, and establishes key components of the County's M&E system, including data collection methods, data management systems, reporting procedures, and mechanisms for utilizing M&E findings. It prioritizes capacity building for M&E practitioners, resource mobilization for sustainable funding of M&E activities, and the importance of ensuring high-quality data and its effective utilization. Furthermore, the policy promotes active citizen participation in the M&E process, including providing feedback, accessing M&E information, and holding the County Government accountable for its performance.
- 49. The Policy shall apply to all institutions in the public sector at [xxx] County and other actors that partner with the County government in the implementation of public
- 50. policies, programs, and projects. These include national government departments at the county level, County Corporations and agencies, municipalities, and other nonstate actors such as Civil Society Organizations (CSOs), Community-Based Organizations (CBOs), Faith Based Organizations (FBOs), among others.

3. NORMS AND STANDARDS

51. This section outlines the standards for monitoring and evaluation during the planning & implementation phases of public policies, programmes and projects. It also highlights standards for promoting use of M&E information and for effective implementation of the M&E system. Policy standards are mandatory actions or rules designed to support and conform to a policy. The standards are meant to stimulate discussion about the proper practice and use of monitoring & evaluation among members of the profession, financiers of monitoring and evaluation and other interested parties. To ensure full coverage of the public service, the policy recognizes that at one level, there are practices and systems that are government wide, and, at another level, there are systems and practices that are particular to sectors, departments and/entities. The policy ensures that all Institutions are well covered within established M & E practices and systems. The policy will adapt the following M&E Standards:
- a) **Measurable results** – the county policies, programmes and projects incorporated into the County Integrated Development Plans should have Specific Measurable Achievable Realistic Time-bound (SMART) output and outcome indicators as defined in the County Indicator Reference Handbook.
 - b) **Monitoring plan** – the projects and programmes of the county should have a monitoring plan, clearly detailing what is to be monitored, and type of data and information required, data sources, data collection methods, frequency of data collection and responsibility.
 - c) **Evaluation plan** – the county should prepare an evaluation plan for targeted projects and programmes contained in CIDs, clearly indicating the purpose, type of evaluation, timelines, partners to be involved and their responsibility. This plan should include: (a) a description of the various categories of evaluation to be conducted (baseline, mid-term and final, impact evaluations); (b) an outline of methodologies to be used; (c) roles and responsibilities; (d) a dissemination and follow up strategy; (e) work plan; (f) a detailed budget; and (g) TORs for executing agencies.
 - d) **Budget for M&E** – the county should allocate adequate funds to implement monitoring and evaluation plans. The budget should be realistic, clear, and responsive to learning and knowledge management.
 - e) **Monitoring Annual Work Plans (AWPs)/Annual Development Plans (ADPs)** – the county shall undertake continuous monitoring of their AWP and ADPs. In addition, regular field visits to verify project implementation status should be carried out.
 - f) **Reporting on results** – Quarterly and annual reports on projects and programme implementation should be prepared based on output and outcome indicators using the standardized reporting template. The information on progress of implementation should be uploaded into the e-CIMES.
 - g) **Planning for evaluation** – the County should prepare a project and programme evaluation plan in line with Kenya national evaluation guidelines clearly indicating the timelines, purpose, type of evaluation/method of evaluation, scope, design,

stakeholders and their roles, communication and dissemination of the findings.

- h) **Conducting evaluation** – the county should ensure that the evaluation of projects and programme is based on an evaluation criterion and in accordance with the requirements of the Kenya Evaluation Guidelines 2020.
- i) **Evaluation report** – Projects and programme evaluation report should be well structured with evidence-based findings, lessons learnt and feasible recommendations and approved by the management.
- j) **Dissemination, communication, and use of evaluation findings** – the county should ensure that there is an evaluation findings dissemination plan. The evaluation findings are packaged and disseminated to all stakeholders while management responses on the evaluation are prepared and shared with responsible officers for action.
- k) **Documentation of lessons learnt** – the county should document lessons learnt with clear indication on how they are to be incorporated into planning and implementation processes.
- l) **Storage of results information** – the county should ensure that results information is documented and stored in the eCIMES, updated on a regular basis, readily available and easily accessible for use.
- m) **Communication of results information** – The communication of results information to stakeholders should be guided by the County communication strategy.
- n) **Implementation of recommendations** – the county should track the implementation of recommendations from monitoring and evaluation reports.
- o) **M&E human resource** – the county should have adequate staff with technical skills to implement the M&E function.
- p) **Institutional structures for M&E** – the County should have Directorate/Unit to be domiciled within the Finance and Economic Planning Department for coordination of the M&E function, operational M&E Committees, and establish partnerships with stakeholders.
- q) **M&E Policy, Guidelines and Toolkit** – The M&E function in a County should be guided by the M&E Policy and relevant guidelines and available toolkit.
- r) **Results-Based Management:** The management approach underpinning M&E that consists of a cycle with the following components: Context and situation analysis; strategic prioritization and planning; implementation; monitoring, evaluation and reporting; learning and adjustments.
- s) **Ensuring Independence:** Monitoring and Evaluation should be free from external control and undue influence.

4. POLICY PROVISIONS

This section outlines the key policy statements that will guide the processes of M&E in [xxx] county.

1.10 Planning for M&E

52. Effective monitoring and evaluation (M&E) shall be embedded at the early stages of planning, design, and development of policies, programmes, and projects. This will ensure that goals, strategies, and expected outcomes are clearly defined and measurable, aligning with the County Result-Based Management (RBM) Cycle. By integrating the County Integrated Development Plan (CIDP), Annual Development Plans (ADPs), and other sectoral plans, M&E becomes an essential component of the planning and implementation process. Incorporating M&E early enables the identification of clear objectives, indicators, and data collection mechanisms that reflect the priorities outlined in the CIDP and ADPs. It also ensures that resources are allocated effectively, activities are monitored for progress, and outcomes are evaluated against predefined targets.

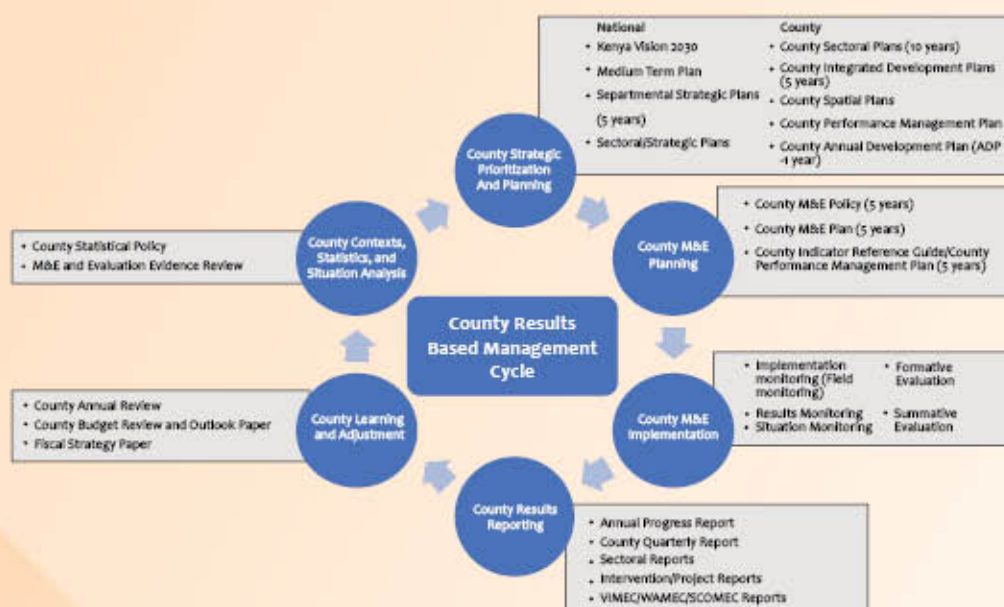


Figure 1: County Results Based Management Cycle

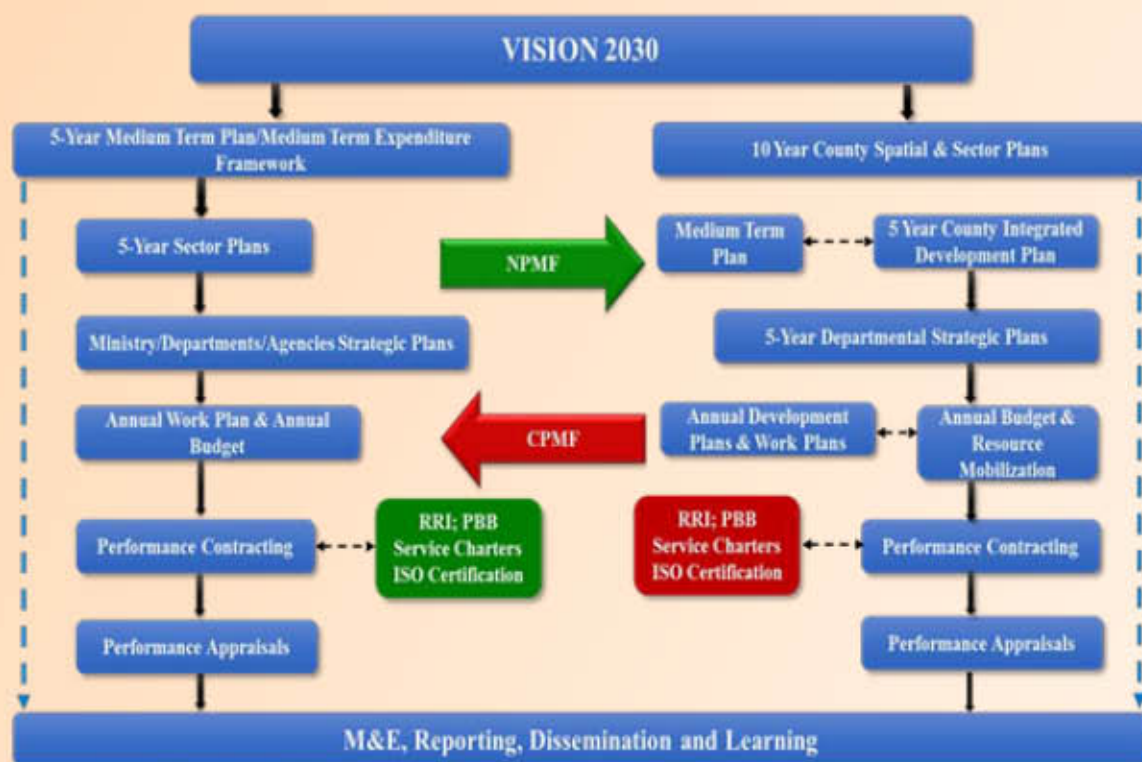


Figure 2: Planning framework

53. Planning for M&E is a process of integrating M&E considerations into the design and preparation of policies, programmes, and projects. It involves establishing a structured approach to track progress, assess outcomes, and generate evidence for decision making throughout the lifecycle of an intervention.
54. The M&E team shall be involved in the design and development of all the county policies, programmes and projects. The team shall develop key M&E planning tools including; Theory of Change (ToC), Logical Framework Approach (LFA), the formulation of performance indicators and M&E Plans and frameworks.

1.11 Monitoring

55. The systematic and continuous process of collecting, analyzing, interpreting and using data and information to understand the development situation, track the progress and performance of county programs, projects, and services, guide results-focused programming and manage risks to development. Monitoring is conducted after a programme has begun and continues throughout the programme implementation period.
56. [xxx] County shall conduct regular reviews at quarterly, biannual, and annual intervals to ensure that supported projects/programmes stay on track and effectively manage risks. The reviews shall compare actual progress against set targets and M&E Department/Unit shall be responsible for quality assurance of monitoring processes. For effective monitoring,

all project/programme documents shall clearly demonstrate the Theory of Change/Logical Framework and ensure clear M&E plans have SMART indicators, baselines, and targets.

57. The County Monitoring and Evaluation Committee shall develop or adopt and oversee the implementation of the existing guidelines for monitoring, evaluation and performance CIMES guidelines, the county indicator handbook, in order to ensure improved and consistent measurement of development results. Monitoring performance should be guided by result based monitoring system. Monitoring should be able to track progress of all programmes and projects under county development plans. This process will reinforce the use of established guidelines rather than developing new ones for counties that already have them in place

1.12 Evaluation

58. Evaluations of programmes and projects implemented by [xxx] county and her partners will be conducted by independent experts/firms (accredited and registered by a recognized professional body) or in line with the Kenya Evaluation Guidelines.
59. This Policy focuses on various types of evaluations which include baseline survey, midterm, end term and impact evaluations.
60. All evaluations shall be conducted within the Kenya Evaluation Guidelines, 2020 and CIMES guidelines, and according to the norms and standards specified by this Policy and to be developed to ensure objectivity, reliability and credibility.
61. The evaluation process shall broadly entail among other processes: 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. Evaluation findings will be shared with all the relevant stakeholders.

1.13 Learning adaptation and knowledge management

62. Learning adaptation, and knowledge management refer to the processes of continuously acquiring, sharing, and applying knowledge to enhance decision-making, improve practices, and foster innovation. These processes ensure that the county continuously improve their strategies by integrating feedback, best practices, and innovative approaches. They also promote inclusivity and accountability by enabling stakeholders to contribute to and access valuable information. In order to improve learning adaptation, knowledge management and use of M&E information to enhance policy, planning and budget process, the county shall:
 - a) Develop centralized platforms to document, store, and disseminate key learnings, reports, case studies, and best practices for easy access by stakeholders.
 - b) Institutionalize systems to collect, analyze, and utilize feedback from projects, programs, and citizen engagement to adapt policies and actions.
 - c) Adopt modern tools and digital platforms for real-time data collection, sharing, and knowledge dissemination to improve decision-making and operational efficiency.

- d) Ensure that monitoring and evaluation processes are designed to capture and analyze lessons learned, which can then inform future planning and implementation.
- e) Encourage periodic training, capacity-building workshops, and learning exchange programs for staff and stakeholders to enhance skills and foster innovation.
- f) Ensure that every evaluation conducted within county programs and projects is met with a structured and actionable management response. This will emphasize the dedication to evidence-based decision-making, continuous learning, and accountability in public service delivery.
- g) Utilize M&E data in the development of the County Integrated Development Plan (CIDP) and Annual Development Plan (ADP) by incorporating findings from previous evaluations and monitoring data against targets to inform the setting of realistic and achievable development goals, objectives and targets.
- h) Align M&E data with budget allocation decisions through utilizing M&E data to prioritize resource allocation to programs and projects that have demonstrated effectiveness and impact.
- i) Ensure that M&E findings are systematically used to inform policy and program adjustments at all levels, including encouraging the Sector Working Groups to consider the recommendations from M&E reports in their programming and budgeting decisions.
- j) Utilize available data-driven dashboards to visualize key performance indicators and track progress towards development goals in eCIMES.
- k) Support performance-based budgeting with allocating resources based on the performance of departments and programs, as measured by relevant M&E indicators.
- l) Conduct regular data analysis workshops to discuss data trends, identify emerging issues, and inform decision-making.
- m) Integrate M&E findings into the County Annual Review and Budget Review and Outlook Paper to inform future planning and budgeting decisions.

1.14 Resource and budget for M&E

- 63. For effective implementation of [xxx] county M&E Policy, it is essential to allocate adequate financial and logistical resources. M&E [Unit/Department] should actively participate in the programme/project design phase to assess and justify M&E budget requirements, ensuring that dedicated funds are available to carry out key M&E activities. Consequently, monitoring and evaluation will be explicitly integrated into planning and budgeting processes at both project and programme levels.
- 64. To support this, each project or programme will be required to allocate at least [county to insert seasonable percentage of the county/programme or projects budget to be allocated

for M&E activities] of the total development budget to M&E. This allocation should strike a balance large enough to maintain the accuracy and credibility of results, but not so excessive as to divert resources from core programme activities and impair implementation.

65. The **[unit/department]** responsible for monitoring and evaluation shall advocate for increased budgetary allocations for M&E during budget formulation and approval process by engaging with county assembly and other relevant stakeholders.
66. **[xxx]** County will develop a comprehensive resource mobilization strategy which will focus on securing adequate and sustainable funding for M&E activities across all the county government departments and programmes.
67. The M&E budget shall also account for any additional financial implications related to meeting the minimum requirements and responsibilities outlined in this Policy. To prevent arbitrary budget cuts, a detailed narrative justifying each budget line item is recommended

1.15 Capacity building for M&E

68. Capacity building is the process of enhancing the knowledge, skills, systems, and resources of individuals, organizations, and institutions involved in M&E activities. Its purpose is to ensure that stakeholders at all levels ranging from county government officials to community members can effectively plan, implement, monitor, evaluate, and learn from development programmes and projects. **[xxx]** County shall invest in building the technical capacity of its monitoring and evaluation staff and beneficiaries with requisite skills through:
 - a) Conducting regular capacity needs assessment through the **[xxx]** county Monitoring and Evaluation [Directorates/Units].
 - b) Leveraging on CIMES guidelines, through the National Capacity Building Framework (NCBF) and other stakeholders to align and guide capacity building efforts, including eCIMES and the National M&E Toolkit
 - c) Developing or customizing and/or implementing the M&E capacity development strategy of the county under the guidance of the CECM/CO in charge of Economic Planning to align and guide ongoing capacity-building interventions.
 - d) Mobilizing and budgeting adequate resources for building appropriate M&E capacity.
 - e) Employing and/or deploying human resources for M&E commensurate with the requirements of the **[xxx]** county departments/sectors at the county including at the Ward level.
 - f) Establishing and maintaining at least one focal person responsible for statistical production, monitoring, and evaluation at each department/sector.
 - g) Supporting and implementing continuous M&E training and skills development of **[xxx]** county human resources.
 - h) Implementing capacity building in areas of weakness, including data collection and

analysis; managerial skills in strategic goal setting; management of culture change; and organizational development.

- i) Promoting collaborations and partnerships with educational institutions and development partners to offer experiential learning, cross-learning and knowledge sharing (i.e. internships and apprenticeships).
- j) Incentivizing and rewarding excellence in M&E by recognizing and rewarding staff who demonstrate exceptional performance and contribute significantly to improving M&E practices within the county
- k) Investing in digital and electronic systems that support M&E activities and processes.

1.16 Role of Physical and ICT Infrastructure and Innovation

69. Effective M&E systems rely on robust physical and ICT infrastructure, coupled with innovative technologies, to enhance efficiency, accuracy, and decision-making. In order to improve coordination, functionality and impact of M&E processes, the county shall:
- a) Establish supportive infrastructure to support the M&E function encompassing office space, ICT equipment, reliable internet access and robust data security measures. Provide required infrastructure for coordination of M&E activities and integrate reliable technology and innovations in promoting efficiency and effectiveness in M&E processes.
 - b) Promote the adoption of eCIMES to facilitate accurate, timely and real-time data for decision-making and maintain a well-equipped M&E resources centre, with access to relevant databases, publications and online resources.
 - c) Promote the use of technology-supported M&E integrated tools to improve efficiency, accountability, and transparency, including cloud computing technologies for data collection, processing, and sharing to enhance accessibility, ensuring interoperability with eCIMES.
 - d) Enhance the use of innovations including, GIS and mobile Applications.

1.17 Data quality, management and integrity

70. These are standards and processes that ensure the accuracy, reliability, consistency, and credibility of data generated and utilized in monitoring and evaluation (M&E) activities. In order to improve information/data quality, management and integrity [xxx] county shall:
- a) Establish or enhance eCIMES as the countywide management information system/ central repository for county-level M&E data to facilitate the capture, processing, analysis, and utilization of M&E data within each sector, including departments, directorates, sub-counties, and wards.
 - b) Utilize standard tools that will be used by all county departments to collect data and other information used in compiling M&E progress reports, as provided by CIMES

Toolkit.

- c) Establish a comprehensive M&E data management strategy in the M&E plan covering data cleaning, validation and analysis procedures, in consultation with stakeholders, including relevant statistics actors.
- d) Implement a robust quality assurance mechanism led by the M&E [Unit/Department] for all M&E data/evidence using standardized tools provided in the M&E Toolkit to ensure the accuracy, completeness, and timeliness of all collected data, including data quality checks and audits completed by the M&E Unit/Department.
- e) Improve robust data collection protocols and ensure standardized data collection tools and procedures across all sectors/departments, including in the process of defining data sources for indicators.
- f) Subject M&E reports to multi-level reviews and approvals to verify their accuracy and relevance before dissemination
- g) Engage stakeholders at all levels to foster transparency, promote accountability, and support evidence-driven decision-making.

1.18 Reporting and communication of M&E findings

- 71. To enhance M&E reporting, high-quality county quarterly and annual reports will be prepared, informed by brief sector and sub-county-level quarterly reports using the standardized reporting format outlined in the M&E Toolkit. Data visualization tools will be utilized to effectively communicate findings to policymakers and stakeholders. The M&E [Department/Unit] will implement a quality assurance framework for all reports using a standardized tool included in the Toolkit. Reports will be submitted regularly to the County Assembly, the national and county government coordinating summit through Sector reports, CIDP, ADP reviews, and COMEC reports, ensuring all data is reflected in eCIMES.
- 72. The County M&E progress report will be submitted to the national planning and M&E entity by 30th August as per NIMES requirements. Reporting will follow the CIMES guidelines, with villages (through VIMEC) submitting reports towards a week before the end of each quarter, wards (through WAMEC) aggregating and submitting to subcounties (through SCOMECE) by the first day of the next quarter, and sub-counties submitting to the Directorate/Unit responsible for M&E within seven days of the quarter's end. The Directorate/Unit responsible for M&E will compile the county M&E report for submission to TOC and COMEC within 30 days of the quarter's end and ensure all data is reflected in eCIMES. Further, COMEC will compile quarterly reports into an Annual Progress Report for review, dissemination, and submission by 31st July each year, ensuring alignment with eCIMES.
- 73. This Policy recognizes the need for a strong communication strategy to drive the process of ensuring M&E information and findings are widely communicated. The [unit/department] responsible for M&E shall develop a CIMES Communications Strategy in partnerships with relevant stakeholders for successful implementation of the same. This Policy promotes

use of Information and Communication Technology to facilitate real-time reporting and information sharing. This shall be done through a web-based interactive platform with visual dashboards that allow for stakeholder engagement. Monitoring and Evaluation reports shall be made accessible to the members of the public.

1.19 Stakeholder engagement and public participation

74. Stakeholder engagement in [xxx] county will be undertaken through structured, inclusive, and transparent processes designed to ensure active participation from all relevant actors. [xxx] County will establish multi-stakeholder forums and committees at various levels, bringing together representatives from government departments, civil society organizations, the private sector, development partners, and marginalized groups. These forums will facilitate dialogue, knowledge sharing, and consensusbuilding on M&E processes, from planning to implementation and reporting. Stakeholder engagement will also include capacity-building initiatives to ensure that all parties have the necessary skills and tools to participate effectively. Regular consultative meetings, feedback sessions, and dissemination of M&E findings will ensure stakeholders remain informed and involved throughout the project cycle.
75. Public participation will be carried out through accessible and inclusive mechanisms to ensure that all citizens, including vulnerable and marginalized groups, can actively contribute to monitoring and evaluation processes. The County will use public barazas (community meetings), digital platforms, feedback forms, and public hearings to gather input on development projects and programs. These platforms will ensure that citizens can share their perspectives on priorities, track the progress of ongoing initiatives, and provide feedback on service delivery. To foster transparency and accountability, the county will publish M&E reports and budgets in simplified formats and local languages, making them accessible to all. Additionally, citizen monitoring groups will be established to directly engage communities in tracking the implementation of projects, ensuring their concerns are addressed and their voices shape the development agenda. The Kenya Policy on Public Participation, 2023 sets out overarching comprehensive and coherent standards for effective and meaningful public participation for the national and county governments and provides a framework for the coordination of public participation in order to fulfil constitutional requirements on citizen engagement in development and governance processes in the country.
76. [xxx] County shall enhance transparency and accountability by implementing a Public Expenditure Tracking Tool (PETT) that enables citizens to monitor the allocation and utilization of public funds in development projects. This initiative will empower communities to actively participate in governance, ensure responsible resource management, and strengthen trust between the government and the public.
77. [XXX] County is committed to upholding the highest ethical standards in all Monitoring and Evaluation (M&E) processes. This will ensures integrity, transparency, accountability, and respect for human rights in the design, implementation, and utilization of M&E activities.
78. [XXX] County shall ensure that all Monitoring and Evaluation (M&E) activities uphold the highest standards of safeguarding to protect vulnerable individuals, communities, and

stakeholders from harm, exploitation, abuse, and discrimination. This will apply to all levels and stages of M&E, from data collection to reporting and utilization of findings.

5. IMPLEMENTATION OF THE M&E POLICY

79. This section highlights the coordination and implementation structures and roles of various actors in the implementation of this policy. The coordination and implementation of the policy will ensure accountability and transparency in the implementation of monitoring and evaluation functions at the county. Effective coordination requires that the responsibilities, mandate, and roles of each actor be established and monitored for reporting. Implementation will be pursued through a defined structure for each actor as outlined below.

1.20 Implementation and coordination arrangement

80. The county shall establish an effective and efficient structure for Monitoring and evaluation
81. The implementation of this M&E policy shall be coordinated by the Directorate/Unit responsible for Monitoring and Evaluation under the Department of Finance and Economic Planning of the county government of [xxx].
82. The Director and officers at the Directorate/unit responsible for M&E shall coordinate the sub-county and ward monitoring and Monitoring and Evaluation committees to undertake monitoring, evaluation and reporting of progress in implementation of policies, programmes and projects at the sub-county and ward levels respectively.
83. The sub-county and ward evaluation committees will be constituted in consideration of gender diversity and multiple actors including representation of national government representatives, private sector, non-governmental organizations (NGOs), community-based organizations and religious organizations and local and indigenous communities.
84. The Monitoring and evaluation reports shall be reviewed and compiled by the Directorate/Unit responsible for M&E and submitted to the relevant Chief Officer and County Executive Committee members for subsequent sharing with the county executive, county assembly, council of governors, and national government and other stakeholders through relevant channels.

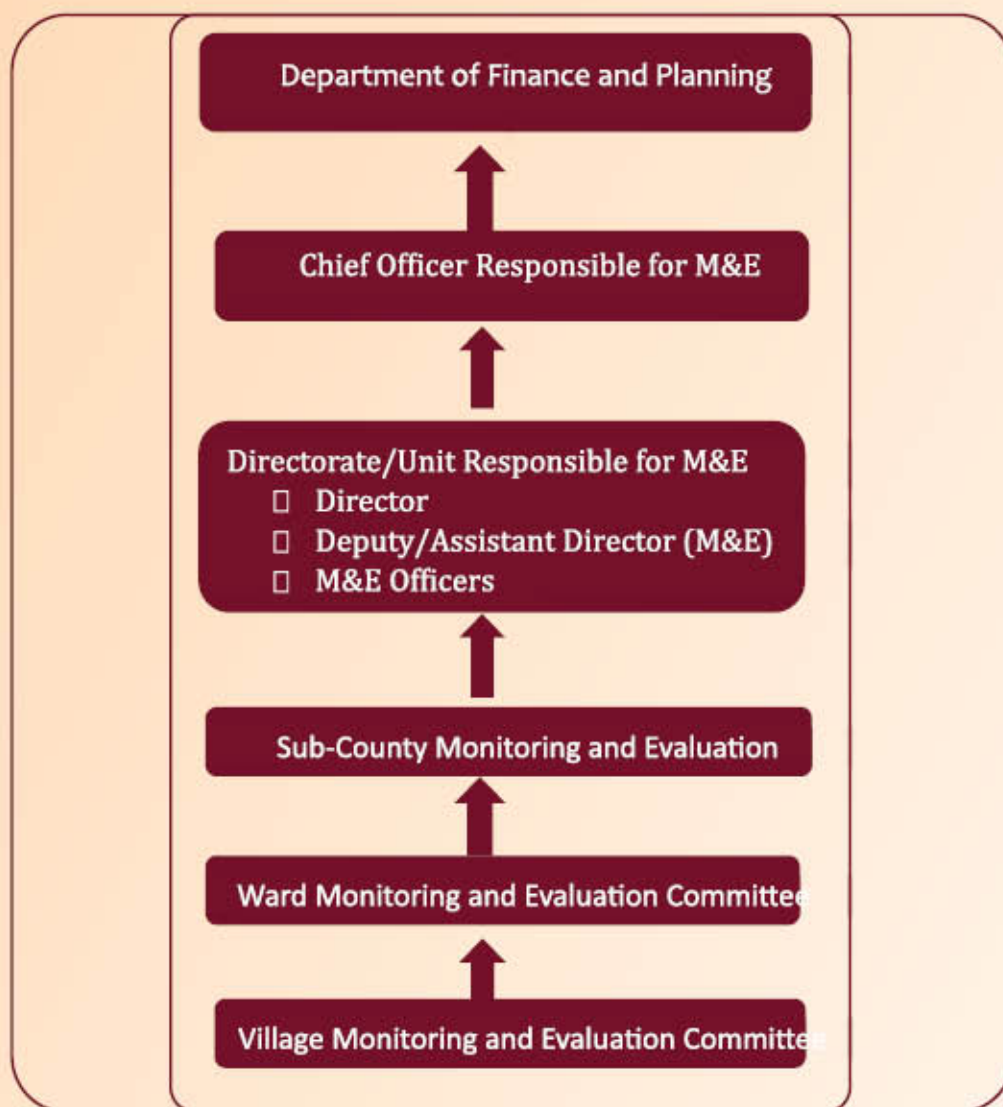
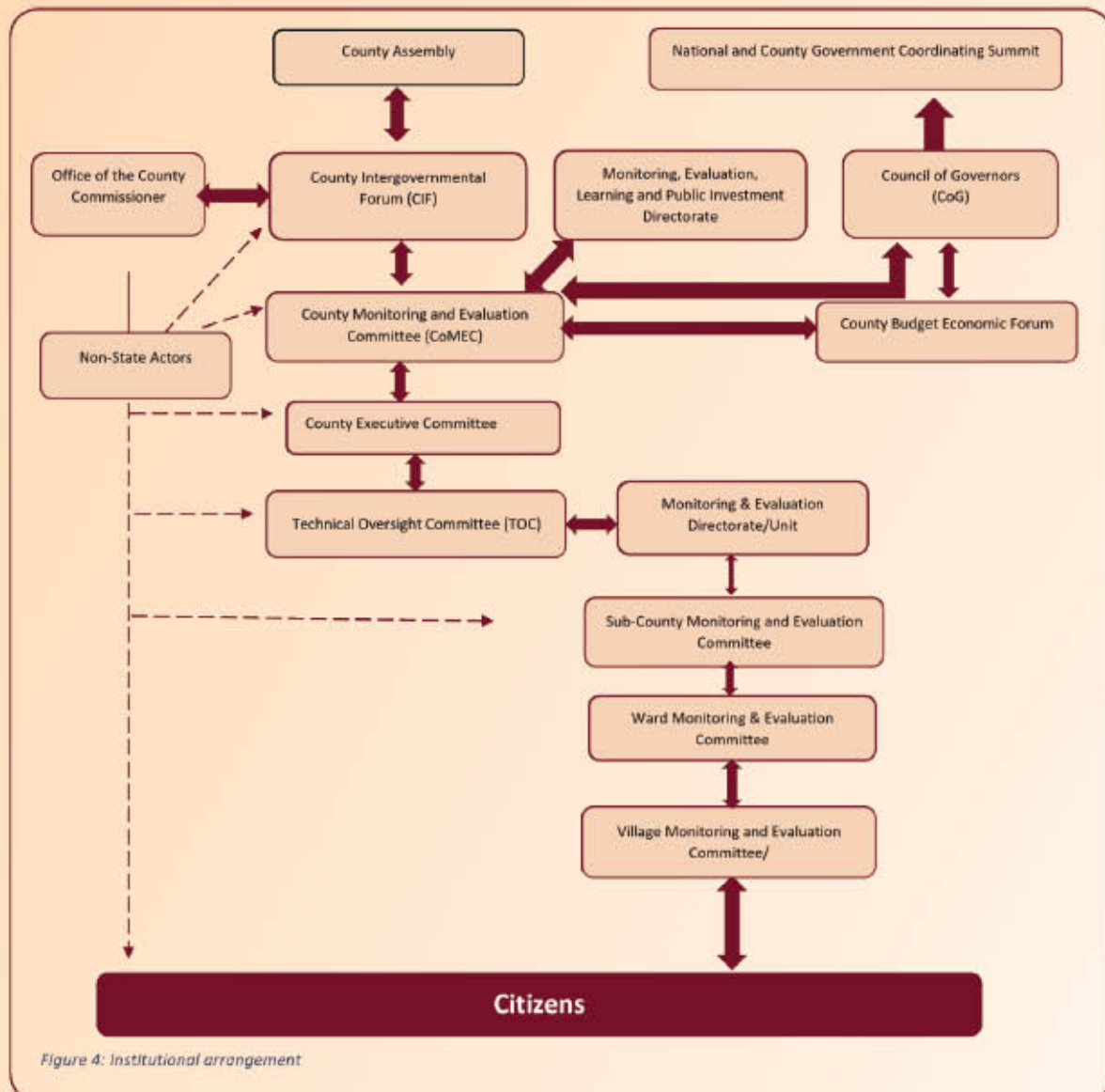


Figure 3: Implementation and coordination arrangement



1.21.1 Roles of state actors in the implementation of M&E Policy

85. The County Department in charge of monitoring and evaluation functions in collaboration with other state actors will align themselves in the implementation of this Policy. In addition, the department will provide the overall county coordination of sectoral and non-state actors initiatives geared towards the implementation of strategies identified in this Policy.
86. Further, the department, with support from stakeholders will undertake sensitization on the Policy, research, monitoring, evaluation, and annual reporting on the status of monitoring and evaluation in the County. Other state actors, including other departments, shall support the implementation of M&E strategies and activities outlined in the policy.
87. Apart from Directorate/ Unit responsible for monitoring and evaluation in the county, various state actors shall contribute to the successful implementation of M&E functions.

These include the County Assembly, the Governor, the County commissioner who is a representative of the national government, Chief Officers representing the different departments among other state actors. In the order to ensure effectiveness in coordination, the M&E structure will undertake their activities as per the CIMES guidelines.

1.21.2 Role of non-state actors

88. This policy recognises that non-state actors, such as civil society organizations (CSOs), community-based organizations (CBOs), development partners, academia and the private sector, are crucial partners in strengthening the County's M&E system. They bring a diverse range of perspectives, expertise, and resources to the table, complementing government efforts. They contribute by providing independent oversight, acting as watchdogs to ensure transparency and accountability in the implementation of government programs; gathering grassroots data, providing valuable community-based data to inform program design and improve effectiveness; fostering collaboration and knowledge sharing among stakeholders, leading to more informed decision-making and improved development results across all sectors.
89. The County government will actively engage with non-state actors to implement this policy and CIMES, establish collaborative platforms for information sharing and joint planning on M&E; support the participation of non-state actors in the design, implementation and evaluation of development programmes, and; support capacity building initiatives aimed at improving the M&E culture in the county.

1.22 Building an Effective M&E Coordination Framework

90. In order to achieve an effective M&E coordination framework [xxx] county shall:
 - a) Establish and operationalize the CIMES structures across all levels, to support the coordination of the M&E function, inclusive of clear protocols for data sharing and information exchange among different departments, agencies and stakeholders involved in M&E.
 - b) Enhance sector working group meetings to review the progress of CIDPs, ADP, Sector Plans and other plans, establishing a regular forum for inter-agency coordination and collaboration on M&E issues.
 - c) Develop and manage a central repository of all M&E stakeholder reports at MELPIMD.
 - d) Promote the use of standardized data formats and reporting templates to ensure consistency and comparability of M&E data across different sectors, supporting the compilation and submission of the M&E reports to MELPIMD.
 - e) Facilitate annual progress review meetings that will bring together all stakeholders to engage and deliberate on the Annual Progress Report.
 - f) Establish and maintain a directory of M&E contacts for all relevant stakeholders within the county government, civil society and other actors.

- g) Strengthen partnerships with relevant institutions such as universities, research institutions, and civil society organizations to enhance M&E coordination and capacity building.

6. POLICY REVIEW

- 91. The Policy shall be reviewed after every ten (10) years of implementation or as need may arise. Such review shall be initiated and coordinated by the Directorate/Unit responsible for M&E after a detailed review of the strengths, gaps and emerging issues. During the review, the County shall encourage continuous improvement and adaptation of policies and practices based on feedback and new developments.

7. REFERENCES

- ✧ Constitution of Kenya, 2010
- ✧ County Government Act, 2012
- ✧ County Governments Performance Contracting Guidelines
- ✧ Guidelines for implementation of NIMES 2015
- ✧ Guidelines for Preparation of Third Generation County Integrated Development Plans
- ✧ Guidelines for the development of the County Integrated Monitoring and Evaluation System (CIMES). April 2019.
- ✧ Kenya National Monitoring and Evaluation Policy, August 2020
- ✧ Kenya Evaluation Guideline, 2020
- ✧ Norms and Standards for Monitoring and Evaluation for the Public Sector, GoK 2020.
- ✧ OECD (2010). Guidelines/standards for preparation, appraisal, monitoring, and evaluation of development projects
- ✧ OECD (2021). Applying Evaluation Criteria Thoughtfully, OECD Publishing
- ✧ Performance Management Framework for County Governments. CoG, 2017.
- ✧ Practical tools for International Development, available in tools4dev.org
- ✧ Public Policy Handbook
- ✧ United Nations Evaluation Group (2016). Norms and Standards for Evaluation. New York: UNEG

8. ANNEX: ROLES OF STAKEHOLDERS

Stakeholder	Responsibility
County Secretary	<ul style="list-style-type: none"> • Co-chair of the CoMEC • Responsible for coordination of activities in county government • Personally accountable for ensuring that all county government officers operate as required. • Provide timely and accurate reporting according to the County PMS Policy • Ensure that the Chief Officer responsible for Economic Planning operationalizes the M&E • Function as a tool for delivery of development and services in the county.
Chief Officers in Respective Sectors	<ul style="list-style-type: none"> • Develop sector specific M&E indicators • Oversee preparation of sector M&E reports • Present sector M&E reports to the TOC • Collaborate with Directorate/Unit responsible for M&E in undertaking sector evaluations • Liaise with sector heads of National government agencies at the county on M&E
HODs of National Government Agencies of Respective Sectors at the County	<ul style="list-style-type: none"> • Develop sector specific M&E indicators. • Oversee preparation of sector M&E reports • Collaborate with M&E Directorate/Unit in undertaking sector evaluations • Liaise with sector heads at the county government level on M&E
County M&E Director	<ul style="list-style-type: none"> • Prepare departmental M&E reports. • Prepare M&E indicators for the department • Collaborate with M&E Directorate/Unit in undertaking evaluations in their respective departments • Present departmental M&E reports to the SMEC • Focal persons for M&E in their respective departments
County M&E Directorate/ Unit	<ul style="list-style-type: none"> • To be headed by a County M&E Director, assisted by several sector M&E officers/Focal persons, each responsible for compilation of M&E data for a number of projects/ programmes of specified departments. • Prepare periodic CIMES performance reports for presentation to CoMEC • Systematically capture lessons learnt from successes, challenges and failures • Has the focal responsibility of monitoring and evaluation functions of the CIDP
Director Economic Planning	Ensures that M&E is mainstreamed in county economic planning

Stakeholder	Responsibility
Director of Statistics	<ul style="list-style-type: none"> • To provide analyzed data on evaluated policy, projects or programmes • To guide M&E data collection, analysis, storage and reporting. • Liaise with the KNBS office
Technical Oversight Committee (TOC)	<ul style="list-style-type: none"> • Review of the M&E reports • Prepares indicator reports for adoption by CoMEC • Review M&E Directorate/Unit's reports to be presented to CoMEC
CBEF	<ul style="list-style-type: none"> • Ensures programmes are implemented as per, the CIDP and the Annual Work Plans • Shares its findings with line departments to enhance service delivery
County Assembly	<ul style="list-style-type: none"> • Ensure enactment of M&E legal frameworks • Receive county M&E reports and reviews for adoption at the county assembly
GDU/SDU/EMU	<ul style="list-style-type: none"> • Provides timely reporting to the governor on service delivery. • Conducts field visits on service delivery sites and stations to monitor the quality of services given to the citizens. • Monitors service charter to ensure citizen's expectations are met. • Report to M&E directorate/Unit on implementation of projects, programmes and policies in Governor's manifesto
Non-state Actors (such as Development partners, PBOs, FBOs)	<ul style="list-style-type: none"> • Prepare and submit reports on the implementation status of programmes and projects they are implementing in the County to IGF. • Prepare and submit indicators to track programmes and projects they are implementing in the County to IGF. • Support the county through technical assistance and other roles
Citizens	<ul style="list-style-type: none"> • Participate in county public participation Fora. • Demand and consume M&E reports and findings



COUNCIL OF GOVERNORS

Delta Corner, 2nd Floor, Opp PWC
Chiromo Road, off Waiyaki Way
P.O. Box 40401-00100, Nairobi, Kenya.
Email: info@cog.go.ke
Phone: +254(020)2403313/4
Website: www.cog.go.ke

ISBN 978-9914-9524-2-1



9 789914 952421