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Devolution in Kenya: Strengthening Systems for Monitoring, Evaluation and Reporting

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Introduction

To track progress in service delivery and inform decision making, counties are required to create systems for monitoring, evaluation and reporting. This policy brief sheds light on some issues that counties should focus on to strengthen their monitoring, evaluation and reporting systems.

Context

Evidence for the issues identified in this brief emanate from the County Capacity Assessment (CCA), an initiative of the Agile and Harmonized Assistance for Devolved Institution (AHA-DI) Program. This is a governance program jointly funded by the United States Agency for International Development (USAID) and the Department for International Development (DFID). The assessments were conducted in 2016 (CCA1); 2017 (CCA2); 2018 (CCA3) and 2019 (CCA4). Under monitoring, evaluation and reporting, the focus is on two sub-indicators: system for monitoring and evaluating programs established appropriate to the needs of the county; and performance data used to improve service delivery. The goal is to find out whether policies, laws and administrative systems are in place to support monitoring, evaluation and reporting.

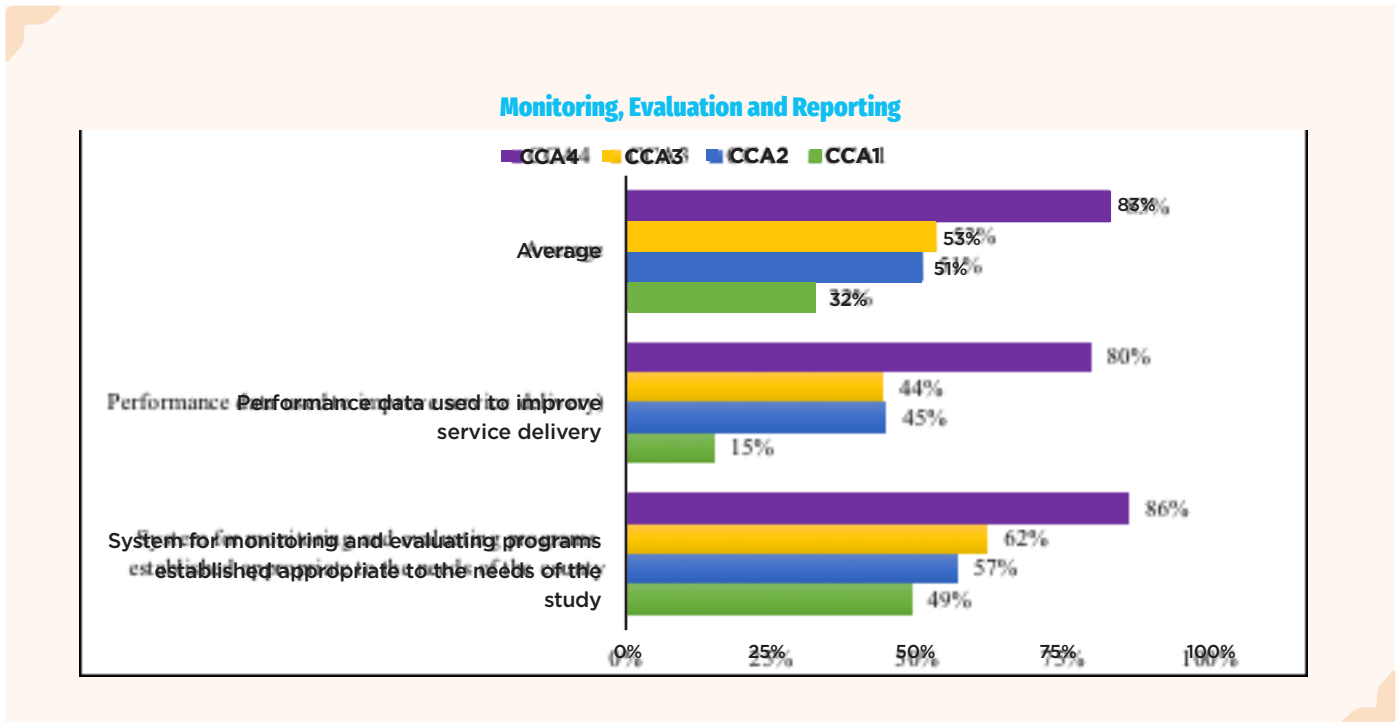
Implications for Public Policy

The overall picture is that the County capacity for monitoring, evaluation and reporting improved from 32% in CCA1 to 83% in CCA4 (Figure 1). Many counties have put in place a system for monitoring and evaluating programmes appropriate to the needs of the county. They use the County Integrated Monitoring and Evaluation System (CIMES). A number of counties have established M&E units while others have domiciled the function in the county planning department or as part of the Governors Delivery Unit. Some of the counties have also developed M&E guidelines, allocated resources for M&E function as well as development of M&E results framework. However, a number of counties continue to perform poorly in this area. The weakest link in County monitoring, evaluation and reporting, is the performance data used to improve service delivery sub-indicator. Some counties have developed county-wide performance management plans and cascaded it to departments. Counties are also

using the Performance Management Framework for County Governments, developed by the Council of Governors with the support of the development partners. For some counties there is an office in charge of performance management. For

counties that have embraced performance contracting, all departments regularly report on their performance and this data is used to identify opportunities to improve service delivery.

Figure 1: County Capacity on Monitoring, Evaluation and Reporting



Despite progress in setting up M&E system in counties, many challenges remain unresolved. For instance, there is resistance by some staff to use the M&E system for performance management. There are suspicions that data collected is meant to “police” service delivery rather than improve performance. These suspicions have weakened the culture of using M&E

data. There is also inadequate buy-in by staff in some of the counties. The M&E system has been established but a supportive M&E culture is not fully developed in all the counties. The counties and development partners have delivered the M&E system, but they have not delivered the “culture”.



Recommendations

To strengthen monitoring, evaluation and reporting counties should:

- ➔ Train staff to entrench a culture of collecting and analyzing data to improve performance management in county public service.
- ➔ Commit more financial and human resources to strengthen the M&E function.
- ➔ Address the emerging tension between the Governor’s Units and the M&E units; investing in computer-aided M&E systems
- ➔ Conduct continuous sensitization of staff to embrace performance management.

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