COUNCIL OF GOVERNORS

EIP–COG WORKSHOP ON INVESTING IN INTER-COUNTY PEER-LEARNING AS A STRATEGY FOR INSTITUTIONAL REFORM

HELD ON

13TH TO 16TH DECEMBER 2022

AT

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Group photo with the County Directors of Health and Youth, EIP and the Council of Governors

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Acronyms

CHAs	**Community Health Assistants**
CHS	Community Health Service
CHVs	Community Health Volunteers
CIDP	County Integrated Development Plans
CoG	Council of Governors
CSR	Corporate Social Responsibility
EIP	Effective Institution Platforms
FIF	Facility Improvement Fund
FCDC	Frontier Counties Development Council
ICTs	Information Communication and Technologies
KSG	Kenya School of Government
MEL	Monitoring, Evaluation and Learning
MSMEs	Micro, Small and Medium Enterprises
NITA	National Industrial Training Authority
PWD	Persons with Disability
P2P	Peer-to-peer
Saccos	Savings and Credit Cooperative Organization
SMEs	Small and Medium Enterprises
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VTC	Vocational Training Centre

1.0 INTRODUCTION

1.1 The Context of the Council of Governors and the EIP partnership

The Council of Governors (CoG) is a governmental relations body that was established by Section 19 of the Intergovernmental Relations Act (IGRA) 2012. The CoG's mandate is to promote the sharing of information on County performance in executing their functions with the aim of learning and promoting best practices, and initiating corrective actions where necessary. To fulfil this mandate, the CoG established the Maarifa Centre, a knowledge and learning hub that documents and shares emerging best practices from County Governments and knowledge products developed by the CoG Committees. Peer learning among County Governments on the implementation of their functions is also facilitated by the Maarifa Centre, reflecting the CoG's belief that counties can work together to address common challenges.

Currently, the Maarifa Centre is collaborating with the Effective Institution Platform (EIP), which is housed under the Organization for Economic Cooperation and Development (OECD), an alliance of over 60 countries and organizations that support country-led and evidence-based policy dialogue, knowledge-sharing, and peer learning on public sector management and institutional reform. The EIP-Maarifa Centre partnership's initial objective was to pilot-test peer-to-peer (P2P) learning initiatives at the Council of Governors, focusing on the County level. The partnership has since conducted two missions in Kenya to better understand the landscape of peer learning amongst counties, refine partnership goals and conduct training on P2P learning for CoG staff.

The partnership has also conducted key informant interviews and focus group discussions with County stakeholders in Kisumu, Isiolo, and Tana River. This process will result in the preparation of two County showcases, highlighting how P2P learning has been leveraged to further institutional reform, such as the collection of healthcare data digitally by community health workers in Isiolo/Kisumu and addressing youth unemployment and idleness in Isiolo/Tana River. The Maarifa Centre will also showcase Embu County's Talent Academy and

inform of any inter-County peer learning that has occurred following documentation of this success story.

1.1.1 Objectives and Theme

The workshop had two main objectives:

- ✓ Demonstrate the added value of peer-to-peer (P2P) learning through experience-sharing and learning. Counties that have used the P2P approach to collaboratively solve similar problems will showcase their approaches with the rest of the counties asking questions and commenting on them. All participating Counties will discuss and reach a consensus on common workable approaches in their contexts. The goal will be to build County capabilities to enable institutional change and reforms.
- ✓ Equip specific operational and technical level County staff with the knowledge, skills and tools to replicate and tailor the P2P methods and approaches learned at this workshop to other institutional and development challenges that they may be facing.

1.1.2 Participants of the Induction

The workshop was strategically designed to ensure the programme's success and achievement of its theme and objectives. A diverse group of participants were carefully selected and invited to attend, with a particular focus on their relevance and contribution to the program. In addition to the sponsors, who generously provided resources to facilitate the workshop, the following categories of participants were identified:

Category of Participants	Details/Representatives
County Directors of Youth Affairs	13
County Directors of Health	13
Partners	1. EIP
Other Institutions	1. COG 2. Living Goods

1.1.3 Approach for Delivering during the workshop Program

The workshop program was delivered through the following approaches:

1. Remarks, presentations, panel discussions, and Question & Answer sessions.
2. Experience-sharing and peer-to-peer learning.
3. For each topic/session, emerging issues, and challenges, key questions, and recommendations were captured.
4. Highlights of each day were captured and used by the lead facilitator to brief the participants.
5. Presentations from the speakers and session notes were used to compile the workshop report.

2.0 OPENING CEREMONY

2.1 Introduction

The event started with the National Anthem and the East African Anthem, followed by the opening prayer. The participants were then led through an introduction process before the chief guests made the introductory remarks.

2.1.2 Remarks by Kizito Wangalwa, Director Committee, Council of Governors

Mr Kizito who represented the CoG CEO began by welcoming the participants present to the workshop whose theme was, *investing in Inter-County Peer-Learning as a Strategy for Institutional Reform.* He noted that the workshop was timely, as County Governments have settled into their third terms and are commencing administration, which makes it the perfect time for experience-sharing and learning. The theme of this workshop is particularly relevant given the significant investment made by each County in devolved functions, resulting in many impactful initiatives. Peer-to-peer learning is a cost-effective way to solve local problems and inter-county collaboration can help foster innovative solutions to service delivery challenges.

Mr. Kizito Wangalwa, Director Committees, CoG, making remarks during the workshop

He also noted that the Maarifa Centre had facilitated successful inter-county learning forums, and the workshop would showcase case studies on Community Health Services and youth empowerment. He concluded by thanking the Effective Institutions Platform (EIP) for technical and financial support, and the Maarifa Centre team for their convening role, and encouraged continued networking between counties. He assured the Counties of full support from the CoG Maarifa team in their peer learning engagements as well as documentation of best practices.

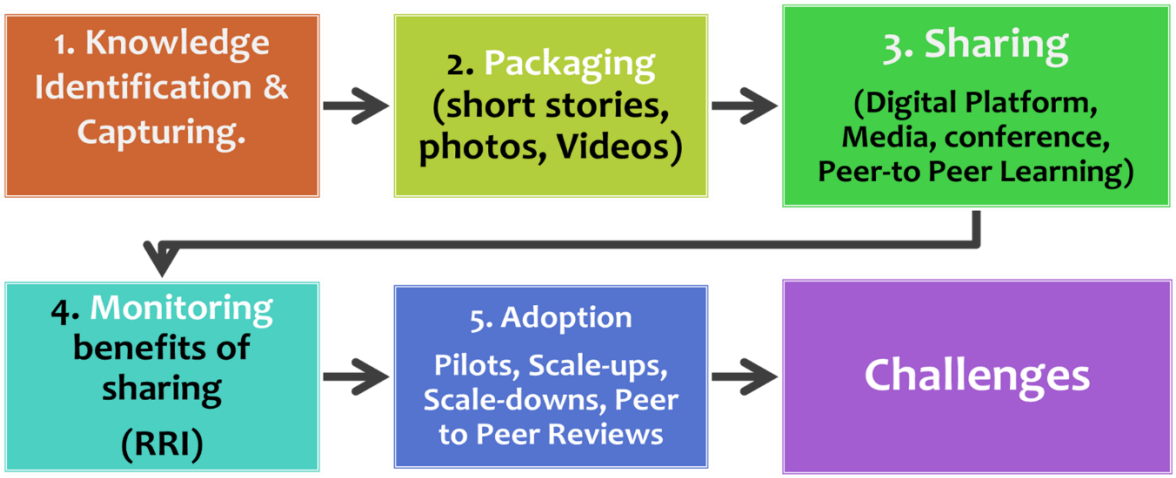
2.1.3 Maarifa Centre and Linkage with the Counties

Presenter: Sharon Nzei, Maarifa Centre, Council of Governors

This presentation appraised the participants of the Maarifa Centre, its functions and objectives. Maarifa Centre is CoG's knowledge hub established in 2016 and officially launched in March 2017 by the Council of Governors in Kenya to promote peer-to-peer learning and sharing of best practices among the 47 County Governments. The Centre achieves its mandate through capacity building, documentation, knowledge sharing, and partnership building.

Ms. Sharon Nzei, Maarifa Centre, CoG, making a presentation during the workshop

Figure 1: Maarifa Centre Model for Knowledge Management



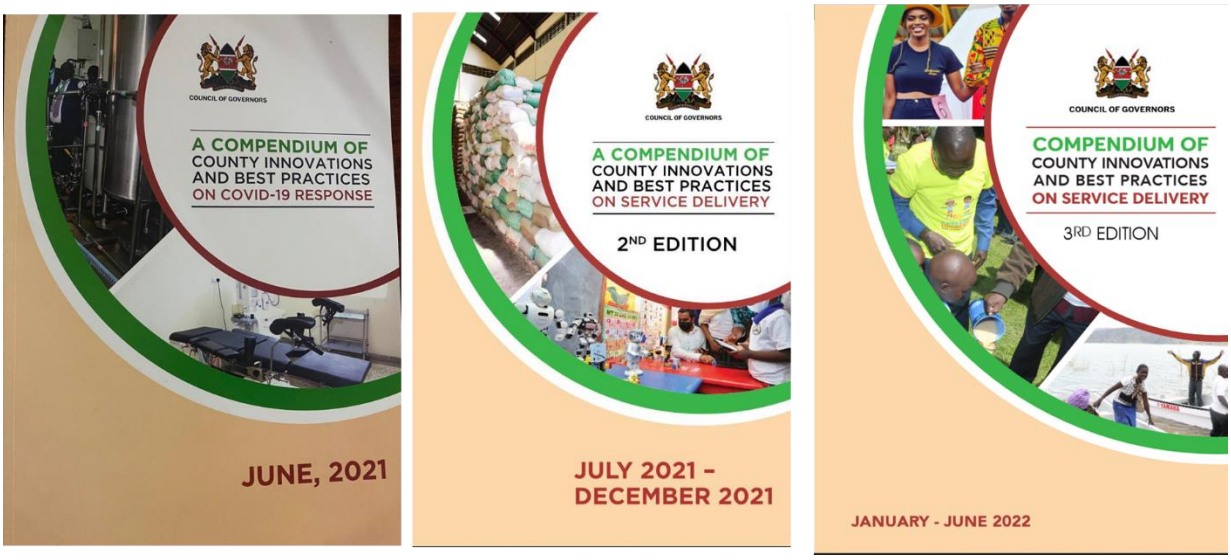
The session further highlighted that Maarifa collects stories through nominated County Knowledge Champions and by accessing County websites, fieldwork, newspapers, and social media.

The Centre has recently revamped its website with the support of the USAID Resilience Learning Activity, making it easier to navigate and access over 200 best practices and 1,000 knowledge assets.

The County officers play a role in identifying and sharing best practices with the Maarifa Centre, championing knowledge sharing, and publicizing the Maarifa portal as a devolution knowledge hub. The benefits of the platform include access to best practices from other Counties, peer-to-peer knowledge exchange, and domestic information for improved service delivery, data for decision-making, and a reference hub for Devolution knowledge assets.

The Maarifa Centre shares documented success stories via email at maarifacentre@cog.go.ke and on Twitter @maarifa_centre, and can be contacted through direct chat with the Maarifa staff

Figure 2: Maarifa Centre Popular Publications



3.0 INTRODUCTION TO PEER-TO-PEER (P2P) LEARNING AS A TOOL FOR INSTITUTIONAL REFORM

Presenter: Jane Kimbwarata, Planning, Monitoring and Knowledge Management, CoG

The objective of this session was to introduce and explain what Peer-to-peer (P2P) learning is. P2P is a process where individuals in an organization exchange knowledge and experience with each other to solve challenges for better service delivery. It involves knowledge management, which produces experiential insights that can be explicit official documentation or undocumented experiences. KM involves capturing, sharing, evaluating, retrieving, documenting, storing, packaging, and disseminating information for continuity.

The benefits of knowledge management include strengthening communication, enhancing knowledge exchange, reinforcing a pool of resources for consultation and reference, promoting scaling up of knowledge through stored information and shared experiences, enhancing collaboration and partnership, promoting innovation, encouraging networking and idea sharing, skill development, time-saving, and sustainability of projects after monitoring and evaluation.

Ms. Jane Kimbwarata, Maarifa Centre, CoG making a presentation during the workshop

The presentation further highlighted that for P2P learning to thrive in County Governments, there needs to be an enabling environment which includes political goodwill, teamwork, existing structures on knowledge management, budgetary allocation and financial capabilities, monitoring and evaluation of programs and projects, role modelling culture and mentorship programs, documentation and institutionalized knowledge management, availability of time for engagement, trust and reliability amongst peers, total commitment to service delivery, integration with indigenous knowledge and community involvement, and public participation and active holding of *barazas* (public forum) and *Bunge la Wananchi* (people's parliament).

Therefore, P2P learning is a crucial aspect of knowledge management that can promote innovation, sustainability, and better service delivery in County Governments through an enabling environment.

3.1 Highlights to Problem-Solving Methods, Finding Solution Pathways and their Benefits

Presenter: Emile Boral-Rolland, EIP

The objective of this session was to explain the problem-solving mechanisms and how they can try out solutions specific to the problem. Problem-solving involves diagnosing a problem by collecting data, context, and experiences from various actors and participants. After collecting this information, the process of formulating policies and implementing solutions specific to the problem begins. This is done by asking oneself, 'Why?' and 'Who?' matters, and then offering a solution vision by asking 'How' the solution looks when the problem is solved.

The session highlighted some of the benefits of problem-solving as highlighted below:

- ✓ It enables the building of a joint sense of purpose-driven forces.
- ✓ It encourages trust among peers and workmates.
- ✓ It enables actors to compare and contrast existing problems and solutions.
- ✓ It aids sequential problem-solving, thus encouraging continuity of situations and projects.
- ✓ It helps identify the cause and solution to an existing situation for resolution.
- ✓ It accommodates room for trial and error, thus building confidence.

Emile Boral-Rolland, EIP, making a presentation during the workshop

To effectively address the problem, it is crucial to identify and prioritize the key aspects that need to be solved and develop targeted solutions for each;

- ✓ One should consider his or her respective expertise and knowledge on the matter.
- ✓ The authority one holds is also a factor as it would determine the power one has to execute certain duties.
- ✓ Known to unknown elements of the issue at hand will enable one to break down the task from easy to complex.
- ✓ The availability of motivation to carry out the task and the ability to sustain the motivation as well.

Solutions are derived from various sources such as how-to guides, practical elements through group discussions, testimonials on success stories, and long-term peer-to-peer engagements. By utilizing these sources, we can come up with effective solutions to the problems we face in our daily lives.

3.1.1 County Peer-to-Peer (P2p) Learning

Presenter: Jane Kimbwarata, CoG

The objective of this session was to showcase the implementation of the Community Health Services (CHS) in Isiolo and Kisumu Counties, and innovations in Youth Empowerment in Isiolo, Embu and Tana River Counties.

3.1.2 Breakout sessions

The workshop participants were divided into two groups, one on healthcare and another on youth empowerment. The purpose of the session was to demonstrate the effectiveness of peer-to-peer learning in promoting institutional reform, such as the adoption of digital healthcare data collection by community health workers and initiatives to address youth unemployment and idleness. The groups showcased successful case studies and discussed best practices, highlighting the potential benefits of inter-county collaboration and sustained peer-to-peer learning.

3.1.3 Implementation of CHS in Isiolo County

The Isiolo Youth Innovation Centre was established in October 2020 in partnership with the Kenya School of Government, UNDP, and the County Government of Isiolo. Its primary objective is to empower young people through job creation and self-employment. The Centre offers digital skills training, civic education, career guidance, and counselling, as well as performing and visual arts and martial arts. In collaboration with various organizations such as CSR Nawiri, Ajira Digital, Garissa Hub, Whitebox, Redcross, Huawei, and USAID, the Centre also provides youth community volunteer programs. The County Government contributes to the rent, the UNDP equips and facilitates the Centre, while the Kenya School of Government provides training on digital skills.

Progress made by the Centre

- ✓ Fifty-two (52) youths have been trained to run the Centre and empower others.
- ✓ The Centre has helped institutionalize youth structures.
- ✓ It has promoted grassroots empowerment by selecting ten (10) youth representatives from each ward and one (1) PWD representative for inclusivity.

- ✓ The establishment of an online platform called 'Sema Usikike' has facilitated the relaying of information between the Centre and the youth.
- ✓ The Centre has promoted youth empowerment and constructive criticism from participants and the community.
- ✓ One hundred and sixty-eight (168) youths have undergone digital skills empowerment training.
- ✓ The Centre has enabled a thriving digital freelancing environment by offering co-sharing space with internet users.
- ✓ The CRS Nawiri Program has provided support to the theatre and film industry by training seventy-eight (78) youth in film and theatre production
- ✓ A short film on drug abuse and a documentary on unemployment were produced, providing direct employment for producers, actors, and editors.
- ✓ Youth skilled in artwork, painting, and beading were trained in Nanyuki through the Centre.
- ✓ The Centre has facilitated the training of twenty (20) youths in digital skills and innovation through the E-powered program by USAID.

Challenges

- ✓ Long policy formulation processes that can hinder program implementation.
- ✓ Unemployment of Centre staff, who are currently volunteers.
- ✓ Managing expectations of the youth, who sometimes strongly criticize the Centre.
- ✓ The need to incorporate additional programs to meet the demands of the community.

3.1.4 Tana River Centre of Youth Innovation

Presenter: Joseph Ayieko

The Tana River Centre of Youth Innovation was established through the County Integrated Development Plan (CIDP) 2018-2022. The Centre was established in partnership with the FCDC, UNDP, and KSG to address various challenges facing the youth in the County. This report outlines the Centre's objectives, interventions, challenges, opportunities, lessons learned, and outcomes.

Objectives

The Centre was established to address various challenges facing the youth in Tana River County, including unemployment, drug abuse, and radicalization of youth, school dropouts, drought, conflict, high illiteracy levels, and massacre. The Centre aims to bring peace and cohesion to the community, establish the youth and women enterprise fund, encourage entrepreneurship among the youth, promote leadership skills among the youth, host career guidance sessions, train youth in different skills, including vocational and digital skills, and establish a computer lab to promote digital literacy.

Interventions

Since its establishment, the Centre has implemented several interventions, including bringing peace and cohesion to the community, establishing the youth and women enterprise fund, encouraging entrepreneurship among the youth, promoting leadership skills among the youth, hosting career guidance sessions, training youth in different skills, including vocational and digital skills, and establishing a computer lab to promote digital literacy.

The interventions have been implemented in collaboration with UNDP+HUAWEI, the State Department of ICT, AjiraDigital, Huawei, the National Youth Council, AgProGerman, Miyonga, Kenta Sports Academy, Groots, Nature Kenya, and the Blue Economy Project. Special programs have also been implemented, including training over 200 youths under the GIZ CAP Youth Empowerment Program in relevant courses under the Blue Economy and training over fifty (50) youth ambassadors under the UNDP peace initiative and giving them thirty (30) motorcycles to be used for sensitization on peace and quotation.

Challenges faced by the Centre

The Centre faces several challenges as highlighted below:

1. Floods that affect operations and access to the community
2. Poor funding
3. Bureaucracies and protocols to be followed for the fulfilment or approval of operations
4. Huge demand in ICT related courses

5. Youths in Tana River County are not as proactive as those in Isiolo County.

Lessons Learned

The following lessons have been learned through the establishment and operation of the Centre:

- ✓ Partners are important in supporting Counties to fulfil their mandates
- ✓ Peer-to-peer knowledge exchange, Counties should localize and customize their solutions
- ✓ The programs should have a legal foothold and anchorage in the County Government for easy partnering with development partners and trust with the community
- ✓ Programs should be owned and run by the youth for easy implementation.

Outcomes

The Centre has experienced several positive outcomes, including the establishment of Busia, Makueni, and Butula Tech-Hubs, reinforcement of existing youth structures, offering alternative soft skills to the youth in the Counties, promoting youth inclusion in government programs, enhancing partnerships between the County Government and development partners, and involving farmers and women in other additional programs.

3.1.5 Embu County

Presenter: Rehema Ibrahim

The presentation entailed an introduction of the Embu Talent Academy which was established by the Embu Empowerment Sector through youth mobilization after the social halls were closed for innovation, resulting in increased idleness, alcohol and drug abuse among the youth, and high crime rates. The academy trains Embu youth in music, sports, and martial arts and also hosts a conference Centre, music studio, arts training Centre, rehearsal space, and entertainment Centre. Over 200 songs have been recorded at the studio, fifty (50) youth trained in film production, and different performing arts and sports talents have been developed. The academy has helped relieve parents by engaging their children in meaningful

activities, and radio stations have come to poach talent while linking the talent hub to the market. The future plans for the academy include:

- ✓ A gymnasium facility
- ✓ Cafeteria
- ✓ Hospital for the youth
- ✓ Offices to be rented and shared among co-sharing remote digital workers
- ✓ ICT hub for digital skills empowerment among the youth
- ✓ Establishment of branches in sub-counties for grassroots beneficiaries
- ✓ Bringing in partners for expansions and sponsorship.

Challenges

The program faces challenges such as limited resources that limit its impact, understaffing that leads to poor running and maintenance of the Centre, and the COVID-19 pandemic that restricted public gatherings. Additionally, poor political goodwill and sub-counties being left out have limited the grassroots impact of the project. The academy is not autonomous, so the County Government makes primary decisions for the running of the Centre, and revenue collected from hosting events does not go directly to them but instead goes back to the Treasury, thus not benefiting the Centre.

3.2 Discussion on CHS/FIF

From the experiences shared by Isiolo and Kisumu County in implementing the Community Health Services (CHS) and the use of the Facilities Improvement Financing (FIF) to improve health data quality and reduce costs, the discussion highlighted some challenges and problems that were encountered in the Counties, as well as recommendations to improve service delivery.

The discussion highlighted the following challenges and how to address them;

- ✓ Lack of motivation and poor remuneration for Community Health Volunteers (CHVs) who were found to be giving data without visiting households. To address this, it was recommended that the CHS funds be ring-fenced as stipulated in the CHS Act, and that

the Act be fully implemented. It was also suggested that political leaders be engaged to highlight the importance of CHS as key drivers in the prevention and control of diseases at the community level. Additionally, work plans could be developed to include CHVs in the County Integrated Development Plans, while resource mobilization for CHS could be achieved through public-private partnerships and income-generating activities.

- ✓ Poor monitoring system due to inadequate staffing levels with Counties not prioritizing the employment of Community Health Assistants (CHAs) and low allocation of funds to Health/CHS services. To address this, it was suggested that advocacy be conducted to encourage the employment of more CHAs by the County, and that funds be allocated for community health services.
- ✓ Delayed CHVs stipend payment was also identified as a problem, mainly due to a lack of policy legislation to ring-fence finances, prioritization, and low advocacy for the same. To address this, it was recommended that the CHS funds be ring-fenced as stipulated in the CHVs Act, and that the Act be fully implemented. Political leaders could also be engaged to highlight the importance of CHS, while work plans could be developed to include CHVs in the County Integrated Development Plans. Additionally, resource mobilization for CHVs could be achieved through public-private partnerships and income-generating activities.
- ✓ Technological challenges were also mentioned, including inadequate access to devices, inflated costs of the devices, and low literacy levels. To address this, it was suggested that mentorship be provided to old CHVs to help them understand more. Peer mentors could also be appointed among the CHVs, while linkages could be made with the Department of Adult Learning.
- ✓ Poor network coverage was another challenge that was identified, caused by poor infrastructure and a lack of service providers in some areas. To address this, it was suggested that the service providers be contacted through the line Ministry and political leaders.

- ✓ Phone damages and losses were identified as a problem due to poor ownership by the CHVs. To address this, it was suggested that an agreement be signed between the County and CHVs for accountability purposes.

Overall, the presentation highlighted that the household is an integral part of health service delivery with a lot of behaviour change communication required. Most health problems happen at the community level without facilities being aware of the diseases, emphasizing the need for community-based disease surveillance. Public-private partnerships were also identified as key in improving community-level service delivery, with impactful investment at the community health service level where fewer resources are used to make a significant impact.

- ✓ To address the issues identified, several recommendations were put forward. These included
- ✓ inter and intra-county peer-to-peer learning
- ✓ Strengthening the reporting and linkage for Counties already digitalized
- ✓ Scaling up and implementing the digitalization journey for other Counties
- ✓ Taking into consideration the County political and population context
- ✓ Adopting a hybrid system approach based on County needs and specifications
- ✓ Strengthening CHVs' commodity management and supply chain system

4.0 ACHIEVEMENTS FROM OTHER COUNTIES

4.1 Meru County Government

The Meru Youth Service Mentorship and Employment Programme was established in accordance with the County's youth policy, which was ratified by the County Assembly. This program is designed to provide young people with skill-based education, paramilitary training, mindset training, and mentorship, all of which are facilitated through peer-to-peer learning models and success stories. The program assists in identifying and developing talented youth in technical training and technical skills through seminars and social sensitization efforts.

4.1.1 Marsabit County Government

Presenter: Daud Iman

Marsabit County has established the Marsabit County Employment Program through a formulated policy. This program aims to empower and engage youth by providing skill-based training and employment opportunities. The program has successfully trained and employed 610 youth across all sub-counties in various clusters of qualifications as interns in various County offices. Additionally, the County offers scholarships for interested youth to take Technical and Vocational Education and Training (TVET) courses in local Vocational Training Centres. However, the program has encountered a challenge in attracting youth to participate in artisanal skills training programmes. Therefore, there is a need for sensitization campaigns to increase awareness and interest among the youth in these training programmes.

4.1.2 Taita Taveta County Government

Presenters: Wawuda Carolyne/Wallace Mwaluma

The County has established a Girl Incubation Hub in Voi Sub-County aimed at providing skills training in tailoring, dressmaking, and Optical Coherence Tomography (OCT) skills to young girls. This initiative is designed to support these girls in becoming entrepreneurs and to prevent early marriages that are prevalent among those who are unable to proceed to high school after completing primary education.

4.1.3 Kisumu County

Rotary Club Vocational Training Centre is a reputable Technical and Vocational Education and Training College located in Kisumu County. Its primary objective is to provide quality skills-

based education through National Industrial Training Authority (NITA) certification to empower the youth in the County. The institution has played a significant role in equipping young people with practical artisanal skills, which they utilize to start their own businesses or apply in the local Jua Kali industry. To expand its impact, the institution has proposed to transform into a recognized youth innovation hub that will offer digital skills and empowerment programs to the youth in Kisumu County. This initiative will undoubtedly bridge the gap between young people and the ever-evolving job market, leading to improved livelihoods and sustainable economic growth in the region.

4.1.4 Kiambu County

Presenter: Maryanne Kahuno

The immediate former Governor of Kiambu County, H.E. James Nyoro, launched the Sh. 1.3 billion JIINUE Enterprise Fund in partnership with KCB bank to benefit Micro, Small and Medium Enterprises (MSMEs) and improve their livelihoods. The enterprise fund aims to provide low-interest loans ranging from KSh. 20,000 to over KSh. 200,000 without requiring any collateral from youths, women, and people with disabilities. The County Government of Kiambu has subsidized the interest rate by 50 percent and acts as the guarantor for those loans. Start-up businesses are eligible for loans of up to KSh. 150,000, while groups can access up to KSh. 300,000, and existing MSMEs and Saccos can obtain financing of up to KSh. 1 million. Furthermore, the program includes a week-long business development training for interested individuals. A team of 12 experts also visit the businesses to provide guidance and support where necessary.

5.0 MONITORING AND EVALUATION

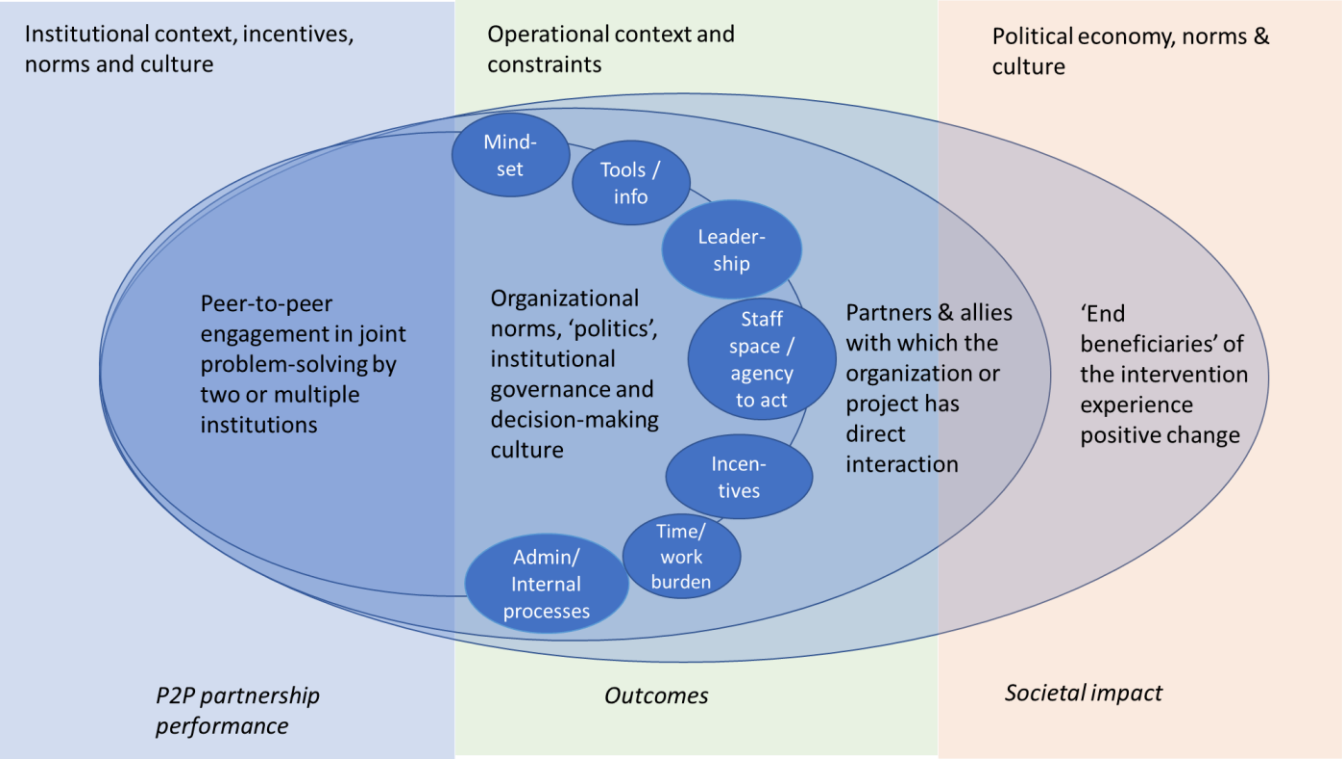
Presenter: Charlotte Ornemark, EIP

The objective of this session is to discuss the importance of monitoring, evaluation, and learning (MEL) in peer-to-peer (P2P) engagements. MEL explains the reasons for tracking outcomes, such as accountability, building trust, and making a case for a vision.

Ms. Charlotte Ornemark, EIP, making a presentation during the workshop

It also highlights the need to draw up a tracking framework specifically for the P2P process, which should include clear learning objectives and simple tools for data gathering on the health of the partnership and what the partnership produces. The presenter emphasized the importance of MEL in assessing the contributions of P2P engagements in creating new abilities, cutting costs, and increasing local ability to innovate and adapt.

Figure 3: Tracking framework for the P2P process



To track the health and outcomes of a P2P partnership, it is important to identify the expected results of the engagement, minimum pre-conditions or agreed work principles, 3-5 key outputs and/or principles of engagement, key outputs agreed on producing together, desired outcomes in terms of new ways of thinking and doing, and impact level changes linked to standard indicators and the overarching problem. It is also important to specify the stakeholder groups and aim to identify a maximum of 5-8 behavioural changes with a high level of influence but less-certain results.

Figure 4: P2P Learning Tracking Sheet (Example of a template)

P2P Learning Tracking Sheet *(Example of template)*

Time period covered: *<e.g. biweekly, monthly, before every check-in meeting with peers etc.>*
Rapporteur & function:

P2P Learning objectives: *<Be as specific as possible about who needs to learn/adopt what practices when in the change process>.*

Outcome challenge: Our overall aim of engaging in peer-to-peer learning between X and Y is to **enable**....

We expect to see ... <per stakeholder group>	How do we plan for it to happen?	How do we know if it happened? (Evidence, testimonials)	Necessary contextual factors (authorizing environment, other)	Assessment of progress during period
1. 2. 3.				❑ High ❑ Medium ❑ Low ❑ Non-existent
We would like to see... <per stakeholder group>	**How do we plan for it to happen?**	**How do we know if it happened? (Evidence, testimonials)**	**Necessary contextual factors (authorizing environment, other)**	**Assessment of progress during period**
4. 5. 6. 7.				❑ High ❑ Medium ❑ Low ❑ Non-existent
We would love to see... <per stakeholder group>	**How do we plan for it to happen?**	**How do we know if it happened? (Evidence, testimonials)**	**Necessary contextual factors (authorizing environment, other)**	**Assessment of progress during period**
8. 9. 10.				❑ High ❑ Medium ❑ Low ❑ Non-existent

Reflections for period (xx/xx/xxxx – xx/xx/xxxx) *<Logged monthly or quarterly as part of regular 'pause and reflect' sessions by organizations>*

Significant or potentially significant changes during reporting period (anticipated or unanticipated):

Contributing factors and actors (what changed in the context, who else contributed to observed changes):

Encountered obstacles:

Sources of evidence (including observations, testimonials, articles, surveys, information or feedback from allies and partners etc.):

Lessons and recommendations for pivots in strategy and/or action planning:

Tips for creating a P2P MEL framework

- ✓ Use a participatory process to come up with realistic outcome challenges per stakeholder group (ideally involving the stakeholders themselves) in line with overall learning objectives.
- ✓ If possible, plot all desired changes (what you expect, like and love to see come out of the P2P process) in a Theory of Change to be explicit about how different behavioural changes interconnect.
- ✓ Decide on who will track what kinds of behavioural changes, how frequently and how (formally via feedback surveys, informally via regular partnership meetings, etc.) — see how it can be incorporated in existing ways to share and discuss.
- ✓ Create incentives for different stakeholder groups to engage in data collection.

- ✓ Decide on who will regularly synthesize P2P Tracking Sheets and how findings will be used for decision-making and fed back to the key stakeholder groups.
- ✓ See how findings can inform ongoing internal knowledge documentation and decision-making.

Presentation:

https://docs.google.com/presentation/d/1cNNhIsALvovsfWpW6RnjhAy7HMFmsiMp/edit?usp=sharing&ouid=109296290429977200357&rtpof=true&sd=true

5.1 CONCLUSION

The workshop proved to be quite insightful and productive. Through the peer-to-peer discussions, members were able to network and share success stories on their respective projects in their Counties, showcasing the importance of peer engagement in public service and problem-solving.

The resolutions made during the workshop highlighted the significance of monitoring and evaluation in aiding the tracking of activity for project continuity, and the establishment of a knowledge management repository to reinforce systems put up in the establishment. These resolutions also emphasized the importance of seeking the guidance of partners for progress in County projects through funding and partnership.

In conclusion, the workshop was a step towards promoting inter-county peer learning and encouraging institutional reform for the betterment of public service in Kenya. The resolutions made during the gathering should be implemented to ensure continued growth and success in the departments of Health and Youth Affairs.

5.2 CLOSING REMARKS

Presenter: Jane Kimbwarata

The speaker expressed gratitude for the participants' engagement and contribution to the workshops' success. The workshop identified successes, challenges, and action plans, and participants were urged to commit to effectively playing their assigned roles and holding each other accountable. The speaker noted that the workshop had facilitated networking and collaboration among participants, which should be documented for wider sharing and learning. The speaker also expressed appreciation to the Effective Institutions Platform (EIP) for their collaboration, particularly Emile Boral-Rolland and Charlotte Ørnemark, and thanked the participants for sharing their experiences and thoughts. The speaker concluded by wishing everyone safe journeys back to their respective Counties, workplaces, and countries.

Annex 1: Resolutions made during the workshop

COUNCIL OF GOVERNORS

RESOLUTIONS MADE DURING THE CoG-EIP WORKSHOP ON INVESTING IN INTER-COUNTY PEER LEARNING AS A STRATEGY FOR INSTITUTIONAL REFORM HELD AT THE JACARANDA HOTEL, NAIROBI FROM 13TH TO 15TH DECEMBER 2022

The Council of Governors (CoG) collaborated with Effective Institutions Platforms (EIP) to conduct a two-day workshop at Jacaranda Hotel in Nairobi from 14th to 15th December 2022. The workshop brought together County Directors of Health and Youth Affairs from ten select Counties to discuss the significance of peer-to-peer learning in enhancing service delivery and explore ways of investing in inter-county peer learning as a strategy for institutional reform. The workshop aimed to appraise the participants on successful case studies, best practices, and sustainable solutions for effective peer-to-peer learning, with a focus on improving service delivery and governance reforms in the health and youth sectors.

During the event, the following resolutions were made:

1. Engage and bring in partners to assist in funding and running programs at the Girl Incubation Hub.
2. Encourage the County Government to fund the Girl Incubation Hub project to attract development partners' contributions.
3. Foster peer-to-peer engagement to promote idea-sharing and unity within the department.

4. Establish a Monitoring and Evaluation Department in the County Government to assist departments in conducting feasibility studies for prospective projects and tracking ongoing or stalled projects.
5. Establish a local Knowledge Management repository to store information for future reference or development partner referral.
6. Ensure effective problem-solving and crisis management through executive leadership to guide juniors in a unified resolution approach.

Annex 2: Youth unemployment group discussion

ASPECTS OF THE PROBLEM	SOLUTIONS	CHALLENGES	LESSONS LEARNT	APPLICATION	RECOMMENDATIONS
Increase in population (Kisumu County)	Sensitizing the youth on various avenues of income generation e.g. digital skills, farming	Youth apathy, Inadequate resources, limited access to technology and training	-Mapping out of stakeholders and development partners for funding	P2P Learning- Jiinue Fund Benchmark Kiambu County, Isiolo/Embu, interdepartmental learning	P2P learning; -Inter-County -Interdepartmental -Intradepartmental -Peer to peer -Documentation
Slow economic growth (Meru County)	Promote the Jua Kali industry to broaden tax base. Offering credit to small-scale business.	Youth apathy, Lack of political goodwill, limitation to access of funds,	-Political goodwill is required -Mindset education changes perspective	Establishment of innovation hubs promotes skill development e.g. Girl Incubation Hub in Taita Taveta, Rotary	-Policy development Enhancing partnerships amongst development organizations

High competition	Diversifying skill base e.g. farming, digital skills, livestock trade	Youth apathy, lack of awareness, lack of P2P learning, limited access to technology and training	towards artisanal skill acquisition -Political goodwill promotes good governance and service delivery -Mentorship is inspirational to young people	Vocational Training Centre-Kisumu County Youth mentorship programs e.g. Mery Youth Service, Marsabit Youth Community Service Program Scholarship for VTCs e.g. Marsabit Vocational Training Centres Talent development for career advancement e.g. Embu Talent Academy Subsidized loans for SMEs, e.g. Jiinue Fund Kiambu County, Embu Youth Trust Fund by Embu	Sourcing and mobilization of international donor fund
Diminishing of cottage artisanal industry	Sensitization on skill-based courses Offering seed capital Promote buyKE/buildKE	Inadequate skills Lack of capital Youth apathy			
Lack of awareness on existing opportunities	Create awareness, p2p learning	Limited access to information			
Inadequate resources and opportunities	Offering grants and funding opportunities	Corruption Lack of resources Nepotism, high defaulting rate			

Lack of motivation	Mentorship programs	Lack of interest Monetary expectation		County, Jitegemee Seed Capital by Meru County Sensitization programs and forums for digital skills development, e.g. Kiambu Innovation Week, Marsabit Youth Week.	

Annex 3: Guidelines for Action Planning

Main objective	**Required action/strategy**	**Timeline**	**Responsible/ actors**	**Outcome/main changes expected**	**Requirement**	**remarks**
Formulation and implementation of Youth policy	P2p learning from those already established the policy	By 31st June 2023	Department of Youth Affairs and National Youth Council	Youth policy developed for Meru, Isiolo, Embu, Kiambu, Kisumu and Taita Taveta Counties	Funds Technical support P2P learning	The Counties without the policy to learn from Marsabit and Tana River (already

						have a policy)
Creation of employment and meaningful engagements	Creation of innovation hubs	2024	Directorate of Youth Affairs Development partner	Number of youths engaged	Funds Human resource P2P learning	Other Counties to learn from Tana River and Isiolo
	Capacity building and civic education	Continuous	Directorate of Youth Affairs Development partner	No. of youth capacity built	Funds Technical support	All Counties
	Seed capital	Continuous	Directorate of Youth Affairs, Development partner and other stakeholders	Number of successful businesses established	Funds Technical support P2P learning	All Counties
	Innovation week	Annual	Directorate of Youth Affairs, Development partner and other stakeholders	Number of various talents and innovations identified	Funds Technical support Youth groups P2P learning	Other Counties to learn from Kiambu

Innovation hubs	Establish an innovation hub in every County	2024	Directorate of Youth Affairs, Development partner and other stakeholders	No of youth innovation hubs established and operationalized	Funds Technical support Youth groups P2P learning	Other Counties to learn from Isiolo and Tana River
Development and operationalization of an M&E system	Develop monitoring evaluation reporting and learning mechanism	Immediate	Directorate of Youth Affairs, Development partner	No. of functional MEL established	Fund Technical support P2P learning	All Counties
Education, technical and entrepreneurship skills	Branding of the institutions Equipping and staffing Sensitization Modernization and digitalization of the technical skills Postgraduate support	Continuous	Directorate of youth affairs, Development partner Public-private partnership	Number of learning centres established Number of the youth enrolled	Funds Technical support County Government National Government Other partners P2P learning	All Counties

Annex 4: Groups discussions on common challenges experienced in CHS

PROBLEM	CAUSE	SOLUTION
Poor linkage /referral	• Health facility not digitized /not notified of the referral • Health facility not notified of the referral • Health facility does not have devise/App	
CHVs collecting data without visiting households	• Lack of motivation /competing tasks • Poor remuneration	• Ring-fencing CHS funds as stipulated in the CHS ct • Full implementation of CHS act. • Engagement of political leaders on the importance of CHS as key drivers in prevention and control of diseases at the community level • Develop work plan and include them in CIDP • Resource mobilization for CHS through public-private partnerships and income-generating activities
Poor monitoring system	• Inadequate staffing levels • Counties don't give priority to CHAs employment	• Advocating for employment of more CHAS by the County • Allocation of funds for community health services.

	• Low allocation to Health /CHS services	
Delayed payment of stipend for the CHVs	• Lack of policy legislation to ring-fence finances for CHS • Lack of prioritization for CHS • Low advocacy for CHS	• Ring-fencing CHS funds as stipulated in CHS Act • Full implementation of CHS act. • Engagement of political leaders on importance of CHS as key drivers in prevention and control of diseases at the community level • Develop work plan and include them on CIDP • Resource mobilization for CHS through public-private partnerships and income-generating activities
Technological challenges	• Inadequate access to the Devices • Cost of the devices • Literacy level	• Continued mentorship to the old CHVS to understand more • Provide peer mentors among the CHVS • Link to the Department of Adult Learning
Poor network coverage	• Poor infrastructure • Lack of service providers in some areas	• Contact the service providers through line Ministry, political leaders • Address security issues through the Ministry of Interior
Phone damages and loses	• CHVS poor ownership	• The County intervened by having an agreement signed between the County and the CHVS

• Server /system breakdown • Disparity of App and KHIS 2 • Incorporation of CHS in CIDP	•	• Partnering with Living Goods tech team • Integrations of CHV App with KHIS2

Challenges	**Lesson learnt**	**Recommendations/way forward**
• Poor referral/linkages system • Low literacy level • Technological challenges • Health-seeking behaviours • Access to health facilities as most population leave away from health facilities • Population movement • Poor road network coverage	• Most health problems happened at community level without facility being aware of the diseases • Community-based disease surveillance • Public-private partnership is key in improving community-level service delivery. • Impactful investment in community health service where fewer resources are used to make huge impact.	• Peer-to-peer learning both inter and intra-County • Strengthening the reporting and linkage for Counties already digitalized • Scale up and implementation of digitalization journey for other Counties • County political and population context should be considered • Hybrid system approach based on County needs and specification

		• Strengthening CHS commodity management and supply chain system • Advocacy for CHS resource mobilization and political leader's engagement. • Community health funding

Annex 5: CoG Maarifa Knowledge Capturing Template

Title:

County:			
Sector/s:		**Sub-sector/Theme:**	
Keywords: (for search on the online platform)			
Target Audience:			
Authors (contacts and their institutions can be included as well)			
Resource Persons (include their designations)			

Introduction (*Context and Challenge*): This should provide the context of and justification for the practice, and address the following issues:

- What was the problem/challenge that needed to be addressed?

- Which population was affected?

- How did the problem impact the population?

Implementation of the practice (*Solution Path*): this section should give a step-by-step description of the best practice and how it works, as a solution to the challenges).

- What were the main activities carried out?

- When and where were the activities carried out?

- Who were the key implementers and collaborators and what were their roles?

- What were the resource implications?

- How does the County plan to sustain the best practice in future?

Results of the practice (*outputs and outcomes*)- this section needs to create an outline showing whether the actions taken had a positive or negative impact/effect. The description must be detailed as well as concise. If possible, quantify a result and measure it against a baseline. Information given here will provide credibility for the approach and will help readers make informed choices on the use of the knowledge asset for replication.

- What were the results of the actions taken through the process? – what are the outcomes? Was an assessment of the practice carried out? If yes, what were the results?

- Which key activities undertaken ultimately led to which positive or negative results?

Lessons learnt: This section describes the key takeaways from the experience- what you would want the recipient of the knowledge asset to remember?

- What worked really well – what facilitated this?

- What did not work – why did it not work?

- What would you do differently? What would you do in the same way?

Recommendations (*Conclusion*)- The purpose of the knowledge asset developed is to help others who may face similar challenges, so in this section, it is important to consider what the lessons learned in the previous section may mean for others.

- What are the most important conclusions and recommendations from the experience? What would you advise other sectors seeking to replicate the model?

- What would you recommend others to do when facing similar challenges?

- What would you avoid?

Further reading:

A list of references and source documents that give additional information on the best practice for those who may be interested in knowing how the results benefited the population can be provided

Annex 6: Opening Remarks by the Chief Executive Officer of the Council of Governors

COUNCIL OF GOVERNORS

OPENING REMARKS BY THE CHIEF EXECUTIVE OFFICER OF THE COUNCIL OF GOVERNORS AT THE WORKSHOP CONVENED BY THE MAARIFA CENTRE AND THE EFFECTIVE INSTITUTIONS PLATFORM (EIP)

JACARANDA HOTEL

13TH- 16TH DECEMBER, 2022

County Directors,

Community Health Focal Persons,

Youth Officers attached to Youth Directorates,

Our partners, Effective Institution Platform (EIP),

Other invited guests — Ministry of Health and Living Goods, and

CoG staff,

Good morning!

1. Receive warm greetings from the Council of Governors. For the County officials who are joining us from Counties that are outside Nairobi, we welcome you to the city. When you do find some time, visit us for a cup of tea at the CoG Headquarters at Delta Corner.
2. This workshop comes at a timely moment when County Governments have just settled and are commencing administration of their third terms. Consequently, this is the perfect time for experience-sharing and learning.

Distinguised participants,

3. As the 10th anniversary of devolution draws closer, there is so much to celebrate with respect to the achievements that County Governments have made in terms of service delivery. Each of us has something good to say about the Counties we come from- no matter how small, every County can boast of at least one success story.
4. CoG is enlivening these success stories through the Maarifa Centre platform. When good practices and innovations emerging from the Counties are identified and documented, we are able to tell the devolution story to the current and future generations. It also means that innovative solutions to service delivery challenges are accessible for replication and upscaling to Counties and other subnational governments beyond our borders.
5. I am drawn to your theme '*Investing in Inter-County Peer-Learning as a Strategy for Institutional Reform'.* With every county investing heavily in devolved functions, many impactful initiatives have emerged from the Counties, and this is fertile ground for peer-to-peer learning.
6. Meaningful peer learning will benefit from sustained engagements where Counties not only discuss their successes and challenges but also collaborate in implementing local solutions. We need inter-County collaboration in and between sectors. This, to me, is a cost-effective way to solve our problems.

Colleagues,

7. Maarifa Centre has from time to time facilitated very successful inter-county peer-learning forums and we are happy to note that Counties are taking initiative to reach out to one another for sustained peer learning to solve similar problems. The potential for inter-county peer learning in triggering service delivery and governance reforms is immense. Today, we will witness how this approach has facilitated uptake of sustainable solutions in community health services and youth empowerment.
8. Counties need not reinvent the wheel. The *Compendiums on County Innovations and Best Practices*, which have been shared with you, are testament that there is indeed so much Counties can learn from each other.
9. In October 2022, the Effective Institutions Platform (EIP) and our Knowledge Hub — Maarifa Centre — conducted learning missions to Isiolo and Kisumu to learn how the two Counties successfully collaborated in digitizing their community health services. The cross-learning was inspiring.
10. In the same month, we conducted another learning mission to Isiolo and Tana River Counties to understand their collaboration in solving youth unemployment through youth empowerment, and the transformation is visible.
11. The highlights of these County case studies will be shared in this workshop. A *How-to Guide on Conducting P2P Learning for Problem-Solving* co-created by CoG and EIP will emanate from the case studies and the discussions in this workshop. The above activities are a prelude to collaboration to pilot-test peer-to-peer learning *Monitoring, Evaluation and Learning tools* at the CoG, with a special focus on the County level.

Distinguished Participants,

12. On behalf of the CoG, I sincerely appreciate the technical and financial support extended by EIP for the joint activities, including this peer-to-peer learning workshop. We will share with Counties the Guide that I have mentioned, and we hope that it will spur more County to County learning.

13. A special thank you also goes to the Maarifa Centre team for their efforts to see this workshop happen.
14. I hope that Counties here present will build formidable networks to ensure they continue these engagements beyond this workshop and make peer learning a matter of practice for efficient and effective service delivery. CoG staff will be on hand as always, to support Counties in their peer learning engagements.
15. May I now declare this workshop officially opened.

Asanteni!

Annex 7: Closing remarks by the Chief Executive Officer of the Council of Governors

COUNCIL OF GOVERNORS

CLOSING REMARKS BY THE CEO DURING THE WORKSHOP ON INVESTING IN INTER-COUNTY PEER LEARNING AS A STRATEGY FOR INSTITUTIONAL REFORM

HELD ON 14TH –15TH DECEMBER 2022 AT JACARANDA HOTEL,

WESTLANDS, NAIROBI

County Directors present,

Community Health Focal Persons present

Youth Officers attached to Youth Directorates present,

Our partners, Effective Institution Platform (EIP),

Other invited guests — Ministry of Health and Living Goods, and

CoG staff,

Good afternoon!

1) We thank God for what has been a very insightful two-day workshop.
2) We have appreciated the honest and frank engagements that you all have contributed to make this workshop a success.
3) We have identified our successes, our common and unique challenges as well as the mitigating factors going forward.
4) And because we have come up with action plans, let us all commit to effectively play our roles in the assigned actions and keep one another accountable.
5) I am certain you have bonded and formed networks that will see you achieve a lot together through collaboration and mutual learning. We will be on hand to document these achievements for wider sharing and learning.
6) **Ladies and Gentlemen**,
7) I reiterate my gratitude to EIP for the collaboration, and I want to especially thank Emile Boral-Rolland and Charlotte Ørnemark for making the third trip here. Pass our appreciation to the EIP and OECD management back in Paris!
8) I wish to express my gratitude to you all for coming to Nairobi and sharing your experiences and thoughts, and I hope you all have safe journeys back to your respective Counties, workplaces and countries.

Kwaherini and Happy holidays!