REPUBLIC OF KENYA

GUIDELINES FOR THE DEVELOPMENT OF

COUNTY INTEGRATED MONITORING AND EVALUATION SYSTEM

The National Treasury and Planning
State Department for Planning
Monitoring and Evaluation Department

COUNCIL OF GOVERNORS

REPUBLIC OF KENYA

GUIDELINES FOR THE DEVELOPMENT OF

COUNTY INTEGRATED MONITORING AND EVALUATION SYSTEM

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Table of Contents

Acronyms & Abbreviations i
Foreword ii
Acknowledgements iv
Basic Concepts and Terminology vii

References 83

1. Introduction 1
1.1 Background 1
1.2 Purpose of the Guidelines 1
1.3 The Structure of Government 2
1.3.1 The National Government 2
1.3.2 The County Governments 3
1.3.3 Planning at County Level 4
1.4 Current Status of M&E Systems in the Country 5
1.5 Objective and Purpose of the Guidelines 6
1.6 Justification of CIMES Guidelines 6
1.7 Data Sources for CIMES 6

2. Constitutional, Legal and Policy Frameworks for County M&E 9
2.0 Introduction 9
2.1 The Constitution of Kenya 2010 9
2.2 Legal Framework 9
2.3 Policy Framework 11
2.3.1 M&E Policy 11
2.3.2 National Integrated Monitoring and Evaluation System (NIMES) 12
2.3.3 M&E Framework 12
2.3.4 Electronic National Integrated Monitoring and Evaluation System (eNIMES) 12
2.3.5 Public Investment Management 12
2.3.6 County Performance Management Framework 13
2.3.7 The National Capacity Building Framework 13
2.3.8 Public Finance Management Regulations 14
2.4 Link between NIMES and CIMES 14

3. Building a Sustainable M&E System and Strengthening Capacity of the Counties 17
3.0 Introduction 17
3.1 County M&E Guiding Principles 17
3.2 Linking Monitoring and Evaluation with Other CIDP Phases 17
3.3 Ten Steps to Designing, Building, and Sustaining a Results-Based Monitoring and Evaluation System 19

3.3.1 Step 1: Conduct a Readiness Assessment ... 19
3.3.2 Step 2: Formulate Outcomes and Goals (Impacts) ... 20
3.3.3 Step 3: Select Outcome Indicators to Monitor and Evaluate ... 22
3.3.4 Step 4: Gather Baseline Information on the Current Condition ... 24
3.3.5 Step 5: Set Targets and Timelines ... 26
3.3.6 Step 6: Regularly Collect Data to Assess Whether the Targets are Met ... 27
3.3.7 Step 7: Mid-Term and End Term/ Terminal Evaluations ... 28
3.3.8 Step 8: Analyse and Report the Results ... 28
3.3.9 Step 9: Using the Results Findings ... 29
3.3.10 Step 10: Sustaining the M&E System ... 30

4. Institutional Set-up for County M&E ... 33
4.0 Introduction ... 33
4.1 M&E Structure at County Level ... 33
4.2 Responsibilities and Functions of Stakeholders in the Institutional Framework ... 37
4.2.1 CIMES Committees ... 33
4.1.2 Fora to support CIMES ... 33

5. Reporting, Dissemination and Citizen Engagement ... 43
5.0 Introduction ... 43
5.1 Progress Reporting Standards and Responsibilities ... 43
5.1.1 Standardised M&E Reporting Mechanism and Templates ... 43
5.1.2 County M&E Reporting and the Annual Progress Report ... 44
5.1.3 Computerisation of Reporting at County Level ... 44
5.1.4 Other Reporting at County Level ... 45
5.1.5 Integrating National and County Government Progress Reporting Arrangements ... 46
5.2.1 Justification for Disseminating Progress Reports ... 47
5.2.2 Demand for Greater Accountability through M&E ... 47
5.2.3 What to Disseminate and to Which Recipients ... 48
5.2.4 Share both Successes and Challenges ... 48
5.2.5 Dissemination Platforms ... 48
5.2.6 Maximizing Utilization of M&E evidence ... 49
5.2 Dissemination ... 47
5.3 Public Participation: Political Value and Legal Responsibility ... 49

6. Operationalising CIMES ... 51
6.0 Introduction ... 51
6.1 M&E Core Indicators ... 52
6.2 Resources for Monitoring and Evaluation ... 53

LIST OF FIGURES

Figure 1: Structure of Government in Kenya 3
Figure 2: Planning at the County level 4
Figure 3: Data source for CIMES 7
Figure 4: County M&E frameworks 10
Figure 5: Ten steps to designing, building and sustaining a result-based M&E system 19
Figure 6: County committees 34
Figure 7: Proposed CIMES organogram 41

LIST OF TABLES

Table 1: Principles for monitoring and evaluation of county development plans 18
Table 2: SMART criteria 22
Table 3: An example on how to define an indicator 24
Table 4: Developing baseline data for one policy area – primary education 25
Table 5: Building baseline information 25
Table 6: A framework for developing targets for primary education policy area 27
Table 7: Responsibilities of major committees on M&E preparation and reporting 34
Table 8: Responsibilities of stakeholders in M&E reporting 38

APPENDICES

A1: Core County Result Indicators 56
A2: Readiness Checklist 61
A3: CIDP Checklist 62
A4: Annual Development Plan Checklist 63
A5: Engagement Checklist 64
A6: Stakeholder Participation Assessment 65
A7: Maturity Model for Reporting Status of ADP Projects 66
A8: Template for CIDP and ADP Performance Management Results Matrix 67
A9: Selection Criteria for Performance Management M&E System 70
A10: Project Sheet or Project Logical Framework Matrix (LFM) 71
A11: M&E Reporting Sheet Aggregated by (Sub-Sector/Project Type) 74
A12: Targets in Project Sheets and Results Matrix 75
A13: County Governments Administrative Structure 77
A14: Key Reports to be Prepared at County Level 78
A15: Reporting Template: County-Annual Progress Report (C-Apr) 79
A16: NIMES Operational Arrangements 81
A17: Technical Committee Members Who Developed the Guidelines 82

Acronyms & Abbreviations

ADP	Annual Development Plan
APR	Annual Progress Report
CIMES	County Integrated Monitoring and Evaluation System
CAMERs	County Annual Monitoring and Evaluation Reports
CDF	Constituency Development Fund
CGA	County Government Act 2012
CAPER	County Annual Public Expenditure Report
CIDP	County Integrated Development Plan
CEC	County Executive Committee
CoB	Controller of Budget
CoDC	County Development Committee
CoG	Council of Governors
CoK	Constitution of Kenya
CoMEC	County Monitoring and Evaluation Committee
CoMEO	County Monitoring and Evaluation Officer
CRA	Commission on Revenue Allocation
CSO	Civil Society Organization
NEMIS	National Education Management Information System
HMIS	Health Management Information System
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
KNBS	Kenya National Bureau of Statistics
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
MCA	Member of County Assembly
MDGs	Millennium Development Goals
TNTP	The National Treasury and Planning
MED	Monitoring and Evaluation Department
MTP	Medium Term Plan
NIMES	National Integrated Monitoring and Evaluation System
PC	Performance Contract
PETs	Public Expenditure Tracking Surveys
PFMA	Public Financial Management Act (2012)
PMS	Performance Management System
SMEC	Sector Monitoring and Evaluation Committee
SCoMEC	Sub-County Monitoring and Evaluation Committee
SCoMER	Sub-County Monitoring and Evaluation Report
SDGs	Sustainable Development Goals
SDU	Service Delivery Unit
SMER	Sector Monitoring and Evaluation Report
TOC	Technical Oversight Committee
WaMER	Ward Monitoring and Evaluation Report
ViMEC	Village Monitoring and Evaluation
ViMER	Village Monitoring and Evaluation Report

Foreword

The legal mechanisms spelt out in the Constitution of Kenya 2010, have necessitated the development of Monitoring and Evaluation (M&E) systems for county governments. The Constitution requires adherence to principles of good governance and transparency in the conduct and management of public programmes/ projects. For devolution to succeed, county and national governments recognize that performance monitoring and evaluation are pivotal development and service delivery tools for leaders at all levels. Thus, the focus of both county and national governments is increasingly on development results and how they can best be measured to achieve the desired goals.

The National Treasury and Planning (TNTP) and the Council of Governors (CoG) are committed to developing centers of excellence in performance management for public service delivery. By coordinating our efforts, we intend to accelerate progress in the counties to achieve a high quality of life for all Kenyans. We also intend to create a strong feedback mechanism that will regularly provide county residents with good quality and timely monitoring and evaluation (M&E) information and data regarding implementation progress of government development projects and programmes.

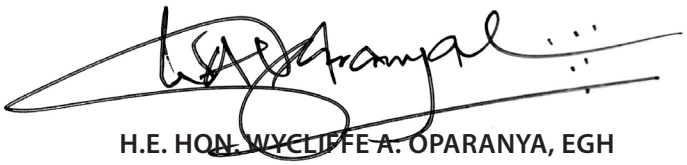
These guidelines are intended to assist staff in the design and implementation of an M&E system to track policies, programmes and projects in the County Integrated Development Plan (CIDP). The guidelines will also serve as a useful reference for staff of the national government, public agencies, commissions, academic institutions and other institutions involved or interested in the design and implementation of a monitoring or evaluation system.

These County Integrated Monitoring and Evaluation System (CIMES) guidelines have been developed after extensive consultations and dialogue with relevant stakeholders. It is expected that implementation across all counties will also improve the co-ordination of development planning, policy formulation and delivery of development targets and public services by strengthening performance management mechanisms for county and national governments. The use of these guidelines also prepares counties for electronic support for CIMES and standardized reporting mechanism.

These guidelines were developed as part of the National Capacity Building Framework (NCBF) that aligns and guides ongoing capacity building and mobilizing new resources for devolution. The implementation of these guidelines requires change in the mind-set and approach of staff. They place a high premium on coherent short, medium and long-range planning around results; involving county citizens in the design and implementation of development programmes and projects. They emphasize partnerships with key stakeholders for development change; capacity building for improving and enhancing ownership of M&E activities at county level; and the promotion of knowledge and learning through the use of county M&E reports.

We are confident, that these guidelines are a useful tool for those responsible for monitoring and evaluation in the counties and that they will contribute to the acceleration of service delivery and an improvement in value-for-money across county governments.

HENRY K. ROTICH, EGH
Cabinet Secretary
The National Treasury and Planning



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Acknowledgement

This document has been developed through consultations and stakeholder workshops on County M&E Guidelines organised by personnel from the Monitoring and Evaluation Department (MED) of the National Treasury and Planning in collaboration with the CoG.

The document draws upon detailed discussions with County Governors, Deputy County Governors and various county officials. It benefited from meetings with Independent Commissions including; the Commission on Revenue Allocation (CRA), the Controller of Budget (COB), the Kenya National Audit Office, the Kenya School of Government, the defunct Commission on the Implementation of the Constitution, the Senate, National and County Government Ministries. Others include the Performance Contracting Department, the National Treasury and Planning (TNTP). The content draws on the constitutional and legal mandates, regulations, acts, policies and identified needs and challenges of these stakeholders.

This document is in line with the Constitution of Kenya, the County Governments Act (2012) and the Public Financial Management Act (2012). The content also draws on reviews of County Integrated Development Plans (CIDPs), MED training materials and the CIDP Guidelines. It has greatly benefited from District M&E Guidelines from Ghana, Budget Service Delivery Implementation Plan Guidelines from South Africa, and the published performance management policy and practice of Nelson Mandela Bay Municipality, South Africa. This document is consistent with the spirit of Kenya Vision 2030 and its Medium Term Plans (MTPs). Best practice from existing documents has been used where possible. The documents used are presented in the references section.

The State Department for Planning under the National Treasury and Planning and the CoG, acknowledge the support of Gaiasoft International for the technical support in developing the Guidelines and funding from the World Bank's Kenya Accountable Devolution Programme and from the Department for International Development (DFID). We also acknowledge the support from United Nations Development Programme (UNDP),

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Lastly, we recognise the role-played by the staff from MED and the CoG Secretariat led by Dr. Samson Machuka in revising the 2016 Guidelines. We also thank participants from the 47 counties for their valuable input in the harmonization of the Guidelines. The CIMES Guidelines can be found on the website of the State Department for Planning (http://www.planning.go.ke/) and the State Department's Resource Centre. The Guidelines can also be accessed at the CoG website (http://www.cog.go.ke) and the Maarifa Centre (https://maarifa.cog.go.ke/). We call upon all to use the Guidelines to develop M&E systems for programmes and projects, and as a reference material in teaching and research.

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Basic Concepts and Terminology

These guidelines deal with a range of concepts and terms, which may need clarification for those unfamiliar with the process of designing a programme or project monitoring and evaluation system. The definitions and concepts offered below are mainly those used by the Organization for Economic Cooperation and Development (OECD), the United Nations and the World Bank's Africa Region Evaluation Groups.

1. Monitoring: Monitoring is the process of collecting, analyzing and reporting data on a project's or programme's inputs, activities, outputs, outcomes and impacts, as well as external factors, in order to track whether actual investment programme results are being achieved. These data, when analysed, pin point progress or constraints as early as possible, allowing managers to adjust project or programme activities as needed. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in the implementation of activities specified in the development plans.

2. Evaluation: Evaluation is a systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. An evaluation determines the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability. Evaluation is linked to monitoring. Monitoring provides the basis for evaluation, which involves answering two questions: "Has the project or programme activity met its objectives?" And "What accounts for its level of performance?" Evaluation tells managers whether project/programme activities are moving toward or away from project/programme objective or management goals, and why. It provides lessons learnt and recommendations for future improvements.

3. Review: An assessment of the performance of an intervention, periodically or on anad hoc basis. Reviews are usually less comprehensive and/or in-depth than evaluations. They tend to emphasize operational aspects and they are undertaken at mid-term or end-term of a project/programme.

4. Indicators: An indicator is a measure that can be used to monitor or evaluate an intervention. Indicators can be quantitative (derived from measurements associated with the intervention) or qualitative (entailing verbal feedback from beneficiaries).

5. Performance vs. Impact Indicators: Project or programme monitoring and evaluation involve two kinds of indicators: implementation performance indicators (project/programme inputs and outputs) and project impact indicators (achievement of objectives in relation to socio-economic development). Implementation performance indicators measure the progress in securing project inputs and delivering project outputs against set targets, while project impact indicators measure the consequence (the "So what") of implementation.

6. As will be observed in section 3.3 of this document, M&E revolves around a number of other key elements:

(a) Inputs: Inputs are all the resources that contribute to the production of service delivery outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings;

(b) Activities: These are the processes or steps one takes to reach the project's or programme's objective. They are written in the sequence or order in which they will be implemented. Each activity completed brings one closer to achieving the project objective;

(c) Outputs: These are the final products, goods or services produced for delivery. Outputs may be defined as "what we produce or deliver".

(d) Outcomes: The medium-term results for specific beneficiaries which are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives as set out in its plans. Outcomes are "what we wish to achieve". Outcomes are often further categorised into immediate/direct outcomes and intermediate outcomes.

(e) Impacts: Impacts are about "how we have actually influenced communities and target groups". The results or consequences of achieving specific outcomes, such as reducing poverty or creating jobs.

(f) Results are the outputs, outcomes, or impacts, intended or unintended, positive or negative of a development intervention. The Government only encourages results that support sustainable improvement in the country's outcomes bringing real positive changes in people's lives especially the poor.

7. **Key terms used in evaluation terms include:**

(a) Relevance: The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partner' and donor's policies. It answers the question whether we are doing the right things.

(b) Efficiency: A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. This examines whether the objectives are achieved in a cost-efficient manner by the development intervention.

(c) Effectiveness: The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. It answers the question whether the objectives of the development intervention has been achieved.

(d) Sustainability: The continuation of benefits from development intervention after major development assistance has been completed. The probability of continued long-term benefits and the resilience to risk of the net benefit flows over time. This answers the question whether the positive effects are sustainable over time.

CHAPTER ONE

INTRODUCTION

1.1 Background

1. **Kenya has undertaken development planning since it gained independence from Britain in December 1963.** However, due to the non-existence of an integrated monitoring and evaluation (M&E) system, execution of development plans has been weak over much of the past decades. Complaints of non-implementation, or non-completion, of highly ambitious projects were common. Information collection, analysis and reporting of results were undertaken in an adhoc manner. Decision-making and feedback at the local level was seldom based on verifiable evidence in the absence of a comprehensive M&E system.

2. **Efforts were made to establish individual project and programme-based M&E in the country in the 1980s and 1990s.** Most development plans prepared during this period included a section on M&E. However, most of these M&E plans were prepared in response to donor demands, leading to very specific project and programme evaluations. As a consequence of the dominance of donor requirements, the M&E reports produced were rarely shared with the intended project/programme beneficiaries and were never used for evidence-based decision making.

3. **Development of an integrated M&E system in Kenya began in 2000 with the implementation of the Interim Poverty Reduction Strategy Paper (I-PRSP) 2000-2003.** It was enhanced during the implementation of the Economic Recovery Strategy for Wealth and Employment Creation (ESRWEC), 2003-2007. The Investment Programme for the ERSWEC recognised the important role of M&E in promoting accountability and enhancing good governance issues. This resulted in the development of the National Integrated Monitoring and Evaluation System (NIMES) in 2004; and the creation of the Monitoring and Evaluation Directorate (MED) in the Ministry of Planning and National Development. NIMES has been further enhanced during the implementation of Kenya Vision 2030, which was launched in June 2008 and is being implemented through five-year Medium-Term Plans (MTPs). Most of the NIMES activities have been concentrated at the national level, with little emphasis on tracking sub-national project/programme interventions.

4. **With the introduction of NIMES, M&E has in the past decade become an integral part of the policy formulation and implementation process at the national level.** The output of the NIMES process is used for, amongst other purposes, informing national development planning and policy dialogue within government and the private sector, Civil Society Organisations (CSOs) and development partners.

1.2 Purpose of the Guidelines

5. **A County Integrated Monitoring and Evaluation System (CIMES), may be defined as 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 County Integrated Development Plan (CIDP); and whether resources are being used in a correct and efficient manner.

6. **The system will supply the county with a regular flow of information throughout the course of CIDP programme implementation, to make it possible to detect changes in status and utilization**

of resources allocated to CIDP priority projects or programmes. Disseminating M&E results can raise awareness of a county's programme and projects among the general public and help build positive perceptions about the county's leadership; and this may lead to increased resource allocation towards the well performing counties.

7. **These Guidelines serve to assist county government staff to set-up, design, implement and sustain a functional M&E system that tracks county development.** The guidelines will also serve as a useful reference for other stakeholders who are interested in the design, implementation, monitoring or evaluating of their programmes and projects. Academic institutions, researchers and the public can use the Guidelines as a reference material in the area of design of M&E systems.

1.3 The Structure of Government

1.3.1 The National Government

8. **In 2010, a new Constitution of Kenya was promulgated, ushering in a devolved system of government.** The system comprises two distinct but interrelated levels of government: the national government; and the 47 county governments. The national government retains the three arms; the National Executive, the Legislature and the Judiciary. The Judiciary has not been devolved therefore; county governments comprise the Executive and the Legislature. The National Executive comprises the President, the Deputy President, the Attorney-General, and a maximum of 22 Cabinet Secretaries who are appointed by the President with the approval of the National Assembly. Other state officers who serve with the Cabinet are the Secretary to the Cabinet and Principal Secretaries also appointed by the President with approval of National Assembly. The Constitution of Kenya, Article 93, establishes a bicameral parliament consisting of the National Assembly and the Senate. The National Assembly represents the constituencies while the Senate represents the counties.

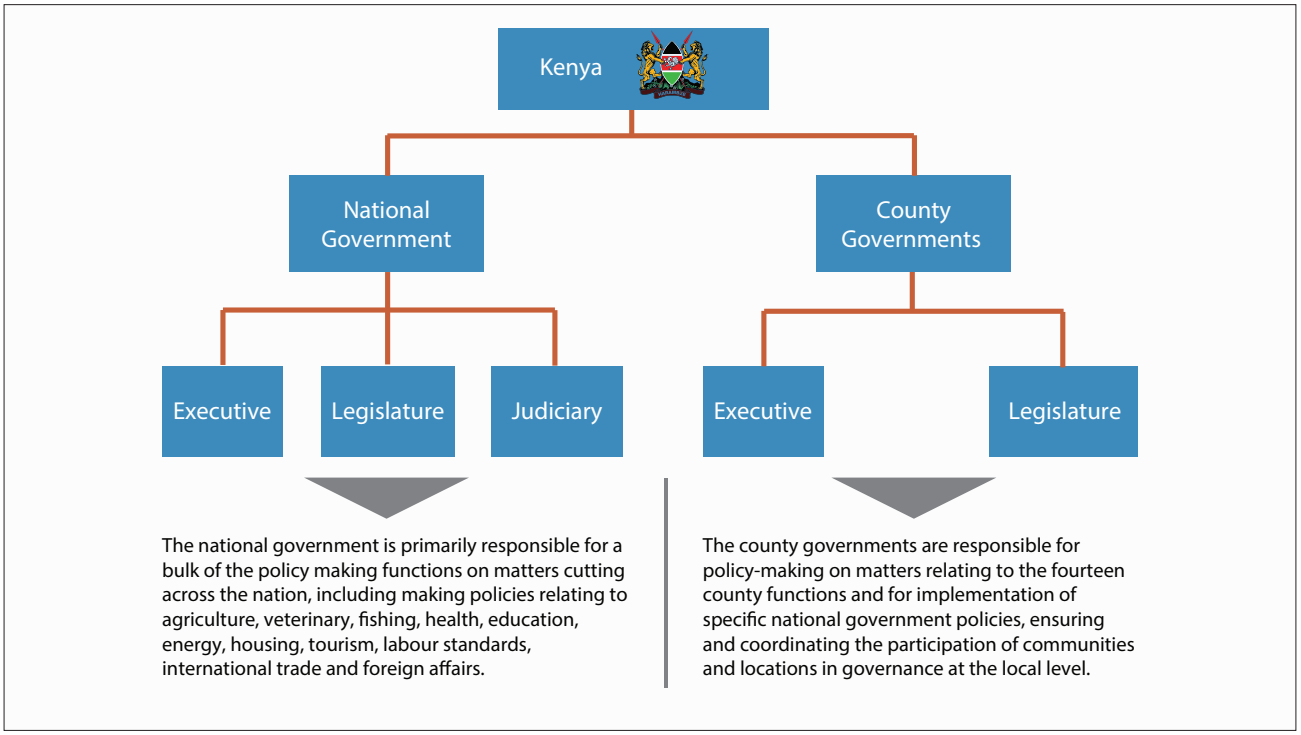
9. **The Fourth Schedule of the Constitution of Kenya specifies the functions to be performed by each level of government.** The national government is primarily responsible for a bulk of the policy making functions on matters cutting across the nation.

10. **The national government also exercises oversight over county governments, operates the national revenue, national security, and foreign affairs.** It is responsible for national economic policy and planning; monetary policy, currency and banking; national statistics; intellectual property rights; consumer protection, including standards for social security and professional pension plans; general principles of land planning and the co-ordination of planning by the counties; universities, tertiary educational institutions and other institutions of research and higher learning, and primary schools, special education institutions and secondary schools, setting of education standards, curricula, examinations and the granting of university charters.

11. **Other functions of the national government include:** the use of international waters and water resources; immigration and citizenship; promotion of sports; transport and communications, including road traffic and construction and operation of national trunk roads, railways, pipelines, marine navigation, civil aviation, postal services, telecommunications, and radio and television broadcasting; national public works; protection of the environment and natural resources; national referral health facilities; national disaster management; national elections; capacity building and technical assistance to the counties; and public investment.

12. **Some of the National Government functions are performed by national government agencies at the county level.** These functions are coordinated by the County Commissioner whose responsibilities Include but not limited

Figure 1: Structure of Government in Kenya



to the following:- (i) Supervise and co-ordinate performance of National Government departments; (ii) Co-ordinate the performance of National Government functions as outlined by the Fourth Schedule to the Constitution; (iii) Promote good governance, accountability and participation of the people in the implementation of National Government programmes for sustainable development; (iv) Ensure prudent utilization and accountability of resources of the National Government; (v) Ensure regular monitoring and evaluation of projects and programmes of the National Government; (vi) Propagate and ensure implementation of the National Government policies and programmes and deliver Presidential Speeches; (vii) Perform the role of official National Government Spokesperson and be the liaison officer on matters of intergovernmental relations in the County; and (viii) Submit regular, quarterly and annual reports or as may be required, to the President through the Cabinet Secretary responsible for Coordination of National Government with copies to Head of Public Service.

1.3.2 The County Governments

13. **County governments are established by the Constitution of Kenya in Article 176.** A county government consists of a county assembly and a county executive. The County Executive Committee comprises of the Governor, the Deputy Governor and County Executive Committee Members. The County Assembly is the legislative arm of each county government. The county public service is headed by the County Secretary who is also the secretary to County Executive Committee (CEC). The CEC members are individually and collectively accountable to the Governor in the exercise of their powers and the performance of their duties and responsibilities.

14. **The County Executive operates more or less like the National Executive, only that its scope is limited to the county.** The Governor is the chief executive of the county, deputised by the Deputy Governor. They are supported by a CEC. The members of the CEC are appointed by the Governor subject to the approval by the County Assembly, and they function as the cabinet.

15. **The county governments are responsible for implementing activities in the following areas: agriculture (crop and animal husbandry);** education (pre-primary education, village polytechnics, home craft centers and childcare facilities); county public works and services, fisheries, county health services, cultural activities, public entertainment and social amenities; county transport; county trade development and regulation; county planning and development including county statistics, land survey and mapping; control of air pollution, noise pollution, and outdoor advertising; animal control and welfare; implementation of specific national government policies on natural resources, environmental conservation; firefighting services; traffic and parking; ferries and harbours; control of drugs and pornography; and ensuring and coordinating the participation of communities and locations in governance at the local level.

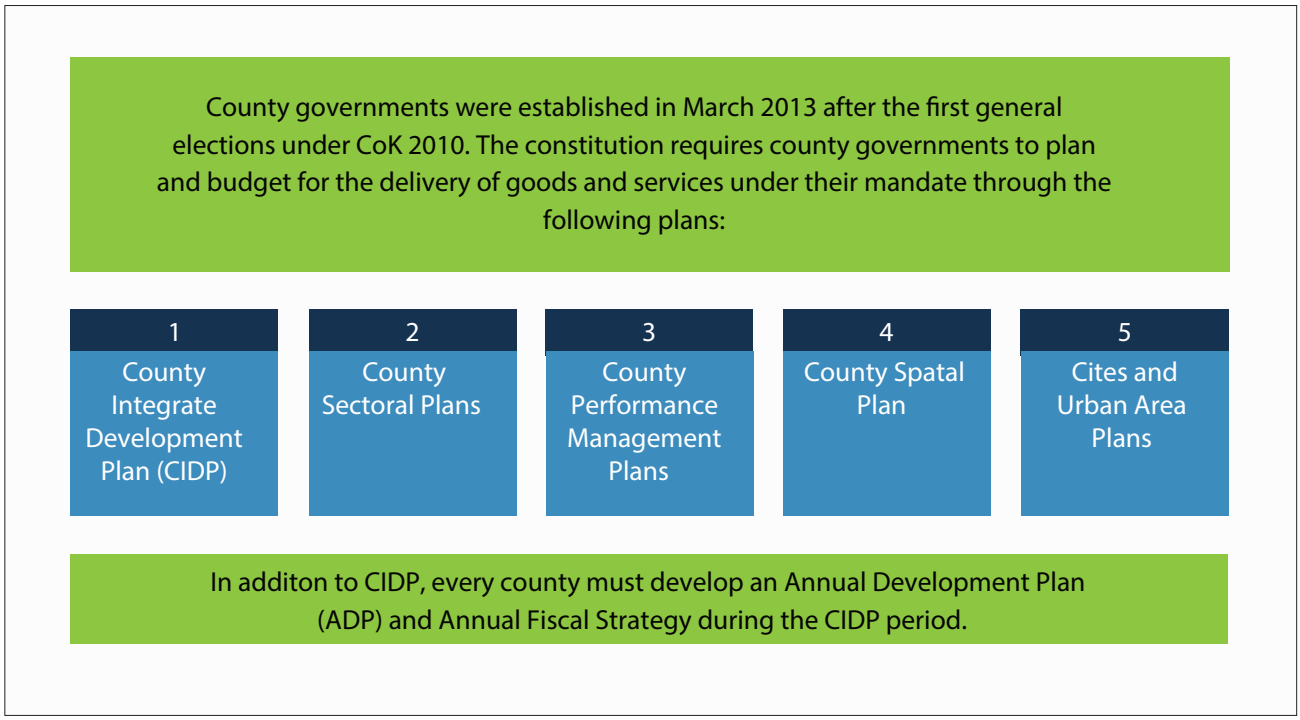
16. **Some functions fall under the jurisdiction of both the national government and the county governments and are thus referred to as concurrent functions.** In this case, the Constitution foresees a system of devolution based on co-ordination, collaboration, consultation and co-operation. M&E is one of the concurrent functions that require coordination of the two levels of government at the county.

1.3.3 Planning at County Level

17. **The constitution requires county governments to plan and budget for the delivery of goods and services under their mandate.** The following plans guide planning, budgeting, implementation and M&E within the county: (i) County Integrated Development Plan (CIDP), (ii) County Sectoral Plans, (iii) County Performance Management Plans; (iv)County Spatial Plan; (v) Annual Development Plan (ADP); and (vi) cities and urban area plans. These plans are interrelated as they deal with different aspects of county development.

18. **The CIDPs are prepared according to the County Governments Act (2012) and CIDP Guidelines.** The CIDP preparation is required to be participatory in nature in line with the County Public participation Guidelines. This is guided by

Figure 2: Planning at the County level



the principles of integrating national values in all projects planning and implementation processes; linking priority county investment programmes to the Kenya Vision 2030 and its Medium Term Plans (MTP); aligning county financial and institutional resources to agreed policy objectives and programmes; unification of planning, budgeting processes; undertaking regular CIDP implementation progress and performance reviews; and promoting public participation in preparation and implementation of government development programmes and projects.

19. **In addition to CIDP, every county must develop an ADP and an annual fiscal strategy paper.** The CIDP and ADP should integrate the projects and services of devolved and un-devolved functions, as well as the projects and services of Constituency Development Fund (CDF), other non-devolved funds and non-government organizations undertaking public investment programmes within the county with clear monitoring and evaluation framework.

1.4 Current Status of M&E Systems in the Country

20. **The Monitoring and Evaluation Department (MED) in The National Treasury and Planning (TNTP), is responsible for coordinating all government monitoring and evaluation (M&E) activities.** To do so effectively, MED has developed the National Integrated Monitoring and Evaluation System (NIMES)and has also developed mechanisms and capacity for working with the various entities involved with data collection and analysis.

21. **MED provides leadership and coordination of the NIMES to ensure constant flow of information for planning and budgeting.** The NIMES has been improved over the years through capacity building and broad consultations to incorporate lessons learnt and make it more responsive to stakeholder needs.

22. **NIMES is used as a mechanism for tracking implementation progress of the Kenya Vision 2030 through the MTPs and CIDPs.** NIMES provides information that is used to prepare Annual Progress Report (APR) and PERs on implementation of MTPs and facilitates undertaking of evaluations. It provides important evidence and feedback to policy makers and the public on the national government's performance progress towards achieving various economic and social developmental policies and programmes set out in the MTP.

23. **MED has faced several challenges during the implementation of NIMES.** The following are the challenges that NIMES has faced; inadequate capacity both at the national and county levels in terms of technical capacity and resources, existence of uncoordinated M&E systems, lack of M&E culture, lack of M&E standards. Others include misunderstanding of the role of M&E where it is perceived as an "audit" function, lack of legal backing leading to non-adherence to reporting requirements, and quality data gaps leading to poor quality reports.

24. **At county level, the governments are beginning to set up units/departments responsible for developing crucial systems needed for M&E, performance management, and statistical data collection.** At this initial stage, the counties face a number of challenges relating to the development and use of M&E systems. The challenges faced by NIMES are replicated in CIMES. The draft M&E Policy and M&E Framework, which are crucial to formalization of the M&E structures that are being established, have been finalized awaiting cabinet approval. M&E units are not yet operational in most counties, and where they exist, they may not have the required skills and capacity. In counties that have established M&E units, their M&E reports are not well coordinated resulting in the use of different M&E definitions and concepts.

1.5 Objective and Purpose of the Guidelines

25. **The main objective of these Guidelines is to provide basic principles for designing an effective CIMES that is essential for guiding the monitoring and evaluation function in the county.** The guidelines will: (i) Provide the ten steps principle of designing an M&E system; (ii) assist in establishing county M&E structures; (iii) outline the flow of information and knowledge management; (iv) assigns roles and responsibilities of the different stakeholders in CIMES implementation; (v) standardize reporting through prescribed templates; and (v) clarify linkages between constitutional, policies and legal frameworks and M&E. The Guidelines also provide stakeholders and participants involved in preparation and use of county M&E system with practical steps to operationalize the M&E function.

26. **The Guidelines have been prepared through extensive collaboration and consultations with all key stakeholders, including representatives of the national and county governments, and development partners.** The preparation has taken into account the relevant sections of the Constitution of Kenya 2010, the draft National M&E Policy, laws and regulations relevant to governance, accountability and international best practice.

1.6 Justification of CIMES Guidelines

27. **To ensure the availability of timely and reliable information for policy decision making on projects and programmes being implemented at the county level, both levels of government should collaborate in the development of an integrated M&E system.** This will be used to track implementation progress of projects and programmes outlined in the MTP and CIDP and other projects and programmes financed by devolved funds, development partners and CSOs. These M&E systems usually include important social and economic indicators as well as targets used to monitor progress of implementation of the CIDP.

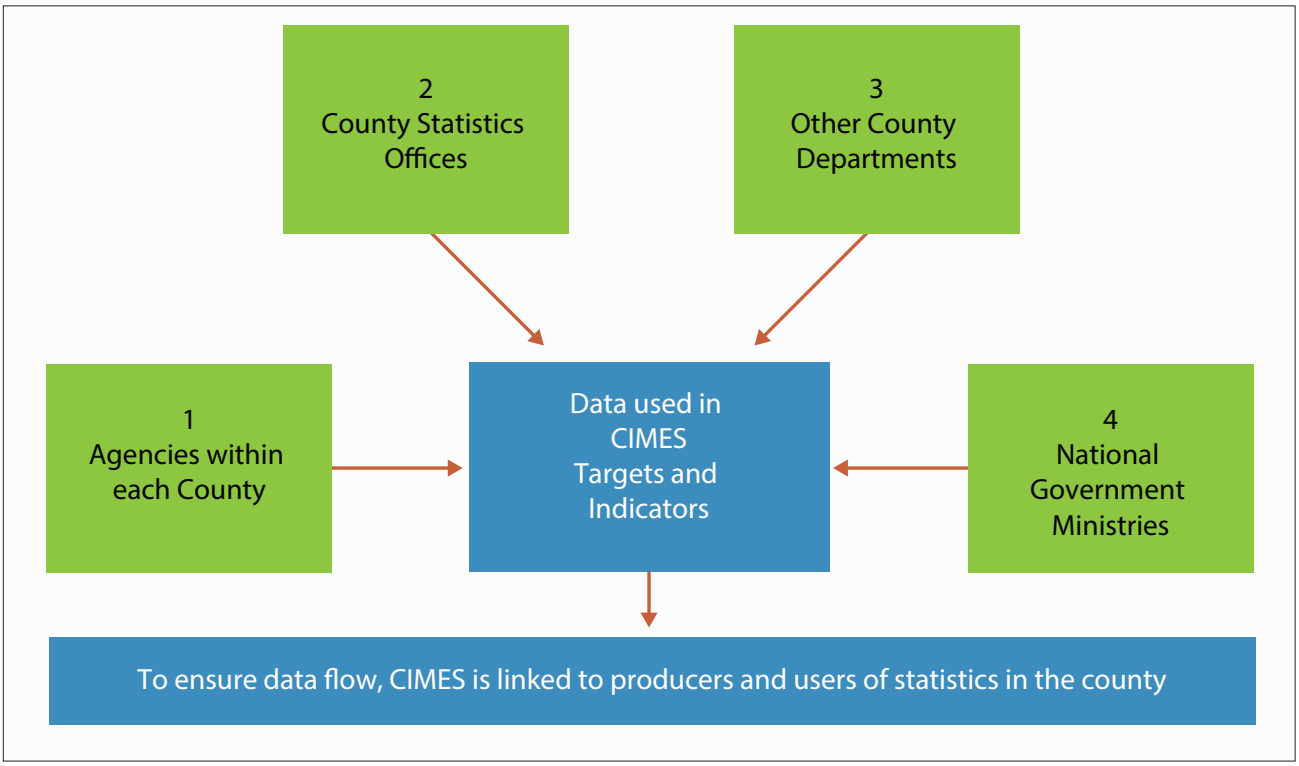
28. **At the county level, tracking progress towards the achievement of the policies, projects and programmes outlined in each CIDP will be undertaken through the CIMES.** Analysis of CIMES results will demonstrate whether the resources spent on implementing CIDP projects and programmes are leading to the intended outcomes, impacts and benefits for the county population. The CIMES will also provide essential feedback to the county budgetary allocation and execution processes, there by ensuring that future county budget preparation and execution processes are tailored towards maximizing their impact on achieving CIDP targets.

29. **A CIMES will serve as a vehicle for building partnerships within county governments, and between national and county governments, the private sector, civil society and development partners.** The system will improve stakeholder communication and help in building agreement on desirable poverty reduction outcomes and strategies. Like the CIDP, which is prepared through a consultative process, the development of the CIMES should involve all key stakeholders in the county.

1.7 Data Sources for CIMES

30. **Some of the data to be used as inputs in CIMES targets and indicators are expected to come from surveys and administrative data,** collected and analysed by the county statistics office and other county departments, KNBS, national government ministries and agencies located within every county. It is therefore, important that each county government establishes strong linkage with the National Statistical System and all statistics units that compile various types of data in the county. These statistics producers include statistics units located in the county planning department and in other relevant national government ministries and public agencies. The linkage will ensure that these institutions develop robust county statistical information databases that will provide a steady supply of reliable and timely statistics needed for monitoring and evaluation of the key performance indicators outlined in the CIDPs.

Figure 3: Data source for CIMES



CHAPTER TWO

CONSTITUTIONAL, LEGAL AND POLICY FRAMEWORKS FOR COUNTY M&E

2.0 Introduction

31. **This chapter outlines the legal foundation for the establishment and operationalization of the M&E function in the devolved system of government.** The legal framework for CIDP and M&E of CIDP implementation is based on the Constitution of Kenya and its supporting legislation, policy and guidelines summarised below.

2.1 The Constitution of Kenya 2010

32. **The Constitution of Kenya is the basis for the process of devolution in Kenya.** To ensure greater transparency and accountability, the Constitution of Kenya requires that government uses the M&E mechanism as an integral part of developing and executing government policies, programmes and projects, and in resource allocation and management at the two levels of government. Monitoring and Evaluation is therefore, an important part of implementing government activities to ensure that transparency, integrity, access to information and accountability principles embraced in resource allocation and management at national and devolved levels of Government as depicted in the provisions of the Constitution related to planning under Articles 10, 56, 174, 185, 201, 203, 225, 226, and 227.

33. **Schedule 4 of the Constitution of Kenya, defines the functions of each level of government,** including ensuring and coordinating the participation of communities and locations in governance at the local level and assisting communities and locations to develop the administrative capacity for the effective exercise of the functions and powers and participation in governance at the local level. Both levels need to develop sustainable systems to perform these functions.

2.2 Legal Framework

34. **The County Governments Act (2012) outlines the responsibilities of the devolved levels, and the processes and procedures governing the relationship between the national and county levels.** This includes the responsibility to design a performance management plan and prepare a County Integrated Development Plan that must include a monitoring and evaluation section (Chapter on M&E in the CIDP outlines how county programmes and projects are monitored and evaluated).

35. **Section 47 requires the Executive Committee to design a performance management plan to evaluate performance of the county public service and the implementation of the county policies.** The plan shall provide for among others; (a) Objective measurable and time-bound performance indicators (b) Linkage to mandates, (c) Annual performance reports, (d) Citizen participation in the evaluation of performance of county government, and (e) Public sharing of performance progress report.

36. **Section 54 provides for structures of decentralization and establishes for every county a forum known as the county intergovernmental forum,** which shall be chaired by the governor or in his absence, the deputy governor, or in the absence of both, a member of the county executive committee designated by the governor. The county intergovernmental forum comprises of; (a) the heads of all departments of the national government rendering services in the county; and

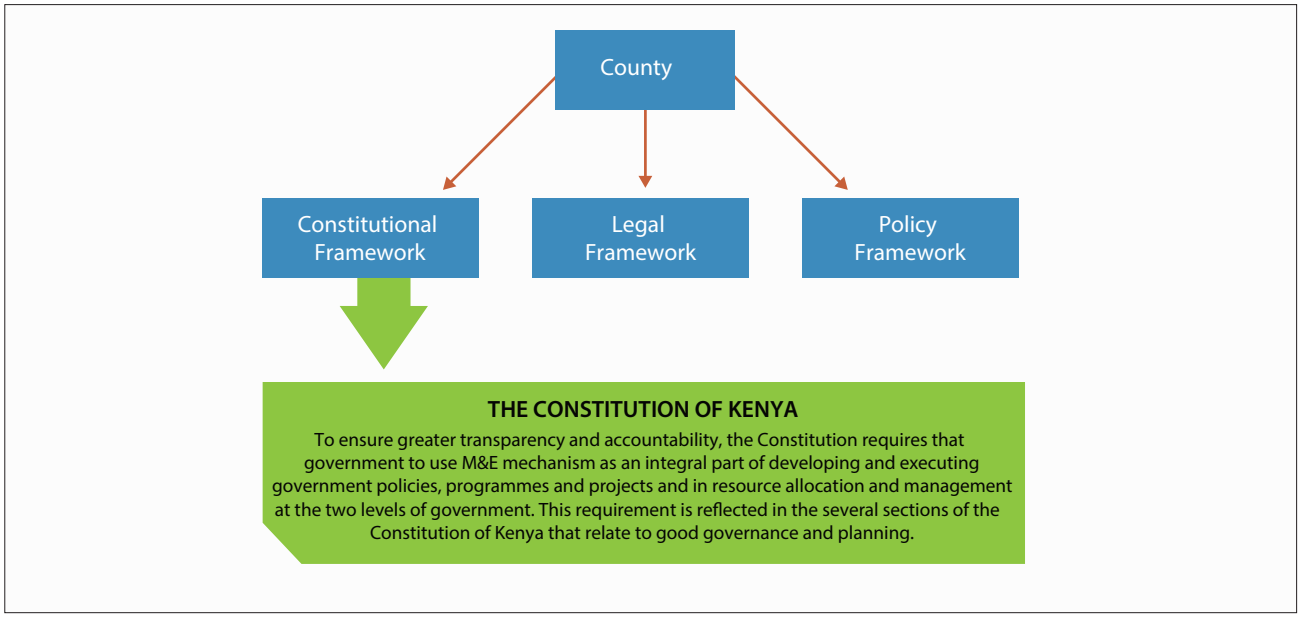
(b) the county executive committee members or their nominees appointed by them in writing. The intergovernmental forum is responsible for: (a) harmonization of services rendered in the county; (b) coordination of development activities in the county; (c) coordination of intergovernmental functions; and (d) such other functions as may be provided for by or under any law.

37. **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."

38. **The Intergovernmental Relations Act (2012) in Section7 establishes the National and County Government Coordinating Summit.** Section 8 details the functions of the summit, including the following functions related to M&E: (a) evaluating the performance of national or county governments and recommending appropriate action; (b) receiving progress reports and providing advice as appropriate; (c) monitoring the implementation of national and county development plans and recommending appropriate action. Others include; (d) coordinating and harmonising the development of county and national government policies; (e) consideration of reports from other intergovernmental forums and other bodies on matters affecting national interest; and (f) consultation and co-operation between the national and county governments.

39. **Section 19 of the Intergovernmental Relations Act established a Council of County Governors consisting of the Governors of the 47 counties.** Functions of this council are stipulated in Section 20. The council provides a forum for: (a) consultation among county governments; (b) sharing of information on the performance of the counties in the execution of their functions with the objective of learning and promoting best practice and where necessary initiating preventive or corrective action. Others are (c) considering matters of common interest to county governments; (d) facilitating capacity building for Governors; (e) receiving reports and monitoring the implementation of inter-county agreements on inter-county projects; (f) considering reports from other intergovernmental forums on matters affecting national and county interests or relating to the performance of counties.

Figure 4: County M&E frameworks



40. The Public Finance Management Act, 2012 (PFMA 2012) PART IV addresses county government responsibilities with respect to management and control of public finance. Section 104 states that a County Treasury shall monitor, evaluate and oversee the management of public finances and economic affairs of the county government. The county government shall plan for the county and no public funds shall be appropriated outside of a planning framework developed by the county executive committee and approved by the county assembly. Section 125 sets out the stages in the county government budget preparation process.

41. PFMA 2012, Section 104, 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 compliance with this Act and 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.

42. PFMA 2012 Section 126 (1) requires every county to prepare a development plan that identifies: (a) Strategic priorities for the medium term that reflect the county government's priorities and plans; (Medium-term [5-Year] outcomes) (b) Programs to be delivered with details for each program of a) The strategic priorities to which the program will contribute (program outcomes) b) The services or goods to be provided (Outputs) c) Measurable indicators of performance where feasible, and d) The budget allocated to the program (Inputs).

43. Additional functions given to the County Treasury by the PFMA 2012 include: (a) monitoring the county government's entities to ensure compliance with this Act; (b) upon request, providing the National Treasury with information which it may require to carry out its responsibilities under the Constitution of Kenya and this Act; and (c) reporting regularly to the county assembly on implementation of the annual county budget.

2.3 Policy Framework

44. The Kenya Vision 2030 outlines the national long-term objectives of the country, in particular, the achievement of middle-income status by 2030. A series of 5-year Medium Term Plans (MTPs) translates this long-term objective into medium-term priorities, objectives, and programmes. The CIDP aligns these priorities at the county level. The government's efforts towards successful achievement of these priority programmes is tracked through key performance indicators included in the M&E sections of CIDPs and MTPs. The alignment of national priorities into the CIDP therefore fully integrates CIMES into the policy framework.

2.3.1 M&E Policy

45. The draft Kenya National M&E Policy of 2018 articulates the Government's commitment to manage for development results at all levels. The policy provides a clear framework for strengthening the coverage, quality and utility of the assessment of public policies, programmes and projects. It proposes that finances for monitoring and evaluation are clearly allocated within the national and county budget. It will enable the two levels of government, and other actors to access greater evidence to inform policy and programmatic decisions, and to hold the public sector accountable for its use of public resources. It sets the basis for a transparent process by which the citizenry and other development stakeholders can undertake a shared appraisal of results; and outlines the principles for a strong M&E system as an important instrument for driving the achievements of programmes underpinning the Kenya Vision 2030. This policy will apply to all public policies, strategies, programmes and projects managed by ministries, county governments, departments, parastatals and executing agencies of public programmes.

2.3.2 National Integrated Monitoring and Evaluation System (NIMES)

46. **The department responsible for M&E at the national level (MED) is mandated to coordinate the implementation of NIMES as part of the governance reforms of the national government.** NIMES is aimed at strengthening governance by; improving transparency, strengthening accountability relationships, and building a performance culture within the two levels of government to support better policy making, budget decision making and management. It is designed to ensure regular reporting on implementation progress of the country's priority policies, projects and programmes outlined in key policy documents such as MTPs, CIDPs, devolved funds programmes, the National Accountability Management Framework, and Performance Contracts and the Performance Appraisal System. It is also designed to report on the Government's commitments to other international frameworks such as the Sustainable Development Agenda 2030, the African Union Agenda 2063, the New Partnership for Africa's Development (NEPAD), and the African Peer Review Mechanism (APRM). The operational arrangement of CIMES is a replica of NIMES.

2.3.3 M&E Framework

47. **The National M&E Framework builds on the M&E policy and brings further detail, clarity and direction to the NIMES system.** The framework captures institutional arrangements and responsibilities put in place to implement and co-ordinate M&E at both national and county levels, particularly the mechanisms to co-ordinate and link national and county level M&E systems. The M&E system and the requirement to report on progress encompass all levels of government, including national government, counties, the judiciary, constitutional commissions and independent offices. The independent entities report directly to parliament, which represents the people of Kenya. To receive a holistic view of developments in the country, the department responsible for M&E at the national level and the line ministries will compile the different reports to reflect the national government's performance and progress towards Vision 2030 and within it the MTPs.

2.3.4 Electronic National Integrated Monitoring and Evaluation System (eNIMES)

48. **The Electronic National Integrated Monitoring and Evaluation System (eNIMES) will serve as a platform for data collection,** analysis, publication and dissemination, building on aggregate M&E data collected automatically through interfaces with the various management information systems that are being established at line ministries as well as The National Treasury and Planning. This platform will improve access, timeliness and publication of national data, and will also serve as a useful data- base for research and analysis in the country. In addition, the dissemination and utilisation of data and a communications strategy for M&E data and analyses are included in the system. The eNIMES has a component to support eCIMES operationalization that will enhance county reporting.

2.3.5 Public Investment Management

49. **The Public Investment Management Guidelines were developed to streamline the use of government resources on projects at the national and county governments as part of the Public Finance Management reforms.** The guidelines identify the need for monitoring, evaluation and reporting of budget implementation to ensure delivery of the projects in accordance with the planned specifications. The Department of Planning at the County level is vested with the responsibilities of: Providing quality assurance on monitoring and evaluation; data uploaded in the Public Investment Management Information System; preparing quarterly and annual consolidated project monitoring reports and submitting them to County Executive Committee Member responsible for Finance to inform policy

and decision making and provide adequate and skilled staff for units responsible for Project Planning and Monitoring in county governments. In addition, the accounting officer will prepare quarterly reports for the county government entities. In preparing a quarterly report for a county government entity, the accounting officer shall ensure that the report contains information on the financial and non-financial performance of the entity.

2.3.6 County Performance Management Framework

50. **To ensure the accountability of individual civil servants involved in the provision of public service delivery in the county, a CIMES should be linked to the County Performance Management System (PMS) as well as performance Based Budgeting Process (PBB).** PMS involves strategic planning, work planning, target setting, tracking performance and reporting on individual public service providers. CIMES will support PBB through provision of vital performance information, which will be used systematically to improve efficiency and effectiveness of county expenditure by linking the funding to the results delivered.

51. **Under Section 47 of the County Government Act,** the County Executive Committee is expected to design a performance management system, which will evaluate performance of the county public service in relation to the implementation of county policies, projects and programmes.

52. **Every Governor shall submit the annual performance reports of the County Executive Committee and Public Service Board to the County Assembly for consideration.** Since the County PMS is expected to report on annual work plans for public service providers within every county, the system will provide a suitable vehicle through which governors and county commissioners will prepare combined reports for presentation to the Cabinet, Intergovernmental Forum, the Council of Governors (CoG), the National and County Government Coordinating Summit and Parliament. The Performance Management System and M&E reports shall be made public. M&E enables local accountability, local corrective action and local learning, resulting in the fast-tracking of local development and results.

53. **CIMES provides an integrated structure and process for counties to engage stakeholders, plan, govern, manage and operate independently and yet in synch with one another.** Counties can operationalise CIMES by adopting these M&E guidelines and connect electronically through dissemination with the COG, other counties and with the national government.

54. **The COG has developed a county performance management framework (2016) aimed at enhancing a common approach to public service delivery as opposed to fragmented approaches.** The county performance management framework gives credence to Section 8 (f); (h) & (j) of the Intergovernmental Relations Act, 2012 which mandates the Summit to; "evaluate the performance of the national or county governments and recommend appropriate action". In this respect, a key agenda for the Summit will be an assessment of the milestones achieved in the implementation of the Performance Management Framework for County Governments. The framework supports inclusion of the CIDPs, ADPs, Performance Contracting, Staff Performance Appraisals, Public Participation and County Spatial Planning with Monitoring and evaluation as an integral part.

2.3.7 The National Capacity Building Framework

55. **These County Integrated Monitoring and Evaluation System (CIMES) Guidelines were developed as part of the Government of Kenya's (GoK), National Capacity Building Framework (NCBF).** The NCBF provides a mechanism for facilitating and coordinating capacity building initiatives and provides a basis for monitoring and evaluating capacity development for devolution.

56. Through the NCBF and GoK strategies, national and county governments, development partners and other stakeholders will align and guide capacity building efforts to leverage on ongoing capacity building initiatives as well as mobilizing new resources around the devolution nagenda.

57. It is through this framework that county staff will upgrade their skills and competencies to perform their responsibilities adequately to enhance service delivery, build structures and systems to promote and ensure sustainable social economic development and enhance capacities of management of financial and human resources, county institutions, community and stakeholders' participation.

2.3.8 Public Finance Management Regulations

58. The Public Finance Management (National Government Affirmative Action Fund) Regulations, 2016 section 16. (1) Establishes a committee to be known as the National Government Affirmative Action Fund Committee for every county. Kenya Subsidiary Legislation (2015) Section 145 (2) The County Committee shall—(a) ensure that the projects funded under these Regulations comply with the objects and purposes set out in these Regulations; (b) ensure compliance with guidelines on the disbursement of funds for projects approved under these Regulations; (c) oversee the implementation of projects financed through the Fund; (d) oversee the monitoring and evaluation of projects and programmes being undertaken at the county and funded under these Regulations; (e) identify, through a participatory process, projects to be funded; (f) receive proposals generated through a participatory process, review them and recommend them for approval by Board for funding; (g) prepare quarterly and yearly reports on the operations of the Fund; (h) sensitize the community on the objects and purpose of the Fund; (i) ensure projects recommended for funding are guided by the national development priorities and are not duplicative; and (j) perform any other function required under these Regulations or any other written law.

2.4 Link between NIMES and CIMES

59. NIMES supports the implementation of Vision 2030 and other development efforts in the public sector at the national government level. The institutional arrangements for implementing NIMES at both sector and national levels have been designed to facilitate the active participation of stakeholders to ensure that policy recommendations are relevant and actually contribute to policy formulation and efficient resource allocation and use.

60. Through the above arrangement, NIMES has had appreciable influence on the national budgeting process. M&E information drawn from line ministries and public agencies is synthesized into the Public Expenditure Review that is now an important input in achieving better value for public investment projects/programmes. These improvements are realised through extensive budget deliberations in which Sector Working Groups and line ministries review proposals, consider trade-offs and bid for budget allocations.

61. As mentioned earlier, the process of implementing M&E for public projects and programmes at national and county levels is not yet integrated. The linkages are weak and there is a lack of harmonisation among various M&E systems within each county. This has led to inadequate harmonisation of the multiple data collection and reporting systems at county level. In addition, there has been little or no stakeholder participation in the M&E preparation and reporting process in most counties.

62. CIMES tracks implementation of the Vision 2030 and other county development priorities through the CIDP and seeks to provide solutions to the M&E challenges currently being experienced by policy and decision makers at the county level.

The CIDP paints the development vision of a county and identifies priorities and strategies required to achieve the county's development agenda. The 10-Year spatial plan is to be aligned with the CIDP's development priorities. CIMES is anchored on the county performance management framework and provides essential input into NIMES.

THE COUNTY GOVERNMENT OF
MERU
KARIBU MERU COUNTY
MERU HELTHCARE
#AhealthyMeru
MERU TOURIST
#TembeaMeru
DELEGATE

CHAPTER THREE

BUILDING A SUSTAINABLE M&E SYSTEM AND STRENGTHENING CAPACITY OF THE COUNTIES

3.0 Introduction

63. **This chapter describes general principles of M&E, and the ten steps consistent with global best practice in M&E design and implementation.** The guidelines build upon the training that was provided by MED to the counties since 2013. The Guidelines should be read together with the various templates that are presented in the appendixes of this document. The templates have been developed through hands-on experience and consultations with relevant staff in the counties. They have been found to be suitable for use for data collection, collation, analysis and report writing. The templates should however be considered as work-in-progress, and they may be modified over time to make them more appropriate for setting standards and norms for the evolving county M&E reporting needs. The M&E principles, the ten steps and the templates will be supported by M&E curriculum and e-learning materials offered by the Kenya School of Government, local universities and colleges.

3.1 County M&E Guiding Principles

64. **These general principles have been adapted from the work of Kusek and Rist (2004),** and modified through consultations with county stakeholders, to meet the specific needs of the counties.

65. **A well-designed M&E system will ensure that good quality data are regularly collected during and after implementation of every project/programme defined in the CIDP.** The data will help guide CIDP and all other county project/programme implementation teams, and to inform strategic policy decisions to be taken by the County Executive, county commissioners and other management teams in the county.

66. **These guiding principles provide a practical opportunity to ensure the CIMES follows key M&E principles as specified in Table 1.** It should be noted that 'monitoring' and 'evaluation' are closely interrelated. Therefore, ongoing monitoring processes should form an integral part of any evaluation. There needs to be continual crossover, input and mutual enhancement between the two. Their separation into two distinct columns as presented in Table 1 is intended to provide a checklist of the most important aspects to be considered in developing an effective monitoring and evaluation system.

3.2 Linking Monitoring and Evaluation with Other CIDP Phases

67. **M&E is not a stand-alone activity.** It is an integral link to other phases of the CIDP and ADP formulation and implementation cycles. The CIDP is prepared along the lines outlined in the CIDP Guidelines – first issued in 2013 and revised in September 2017. The CIDP Guidelines assist counties in preparing their CIDPs and will also serve as a reference point in county development planning and budgeting processes. The starting point for CIDP implementation is the CIDP design, which is built up through a process of situation analyses; problem identification; stakeholder identification; organisation analysis; strategy formulation and identification and selection of implementation options; and these are captured in the relevant chapters of the CIDP.

Table 1: Principles for Monitoring and Evaluation of County Development Plans

Monitoring	Evaluation
(a) Ensure that monitoring is involved at all stages of the programme or project design and implementation. (b) Involve all stakeholders in monitoring activities, and ensure that there are incentives in place for them to engage therein. (c) Create an environment in which monitoring is perceived as beneficial both to individual performance and to organisational capacity. (d) Use a diversity of methods, including both qualitative and quantitative indicators. (e) Ensure that monitoring processes address the objectives, outputs of the respective projects and programmes. (f) Provide opportunities for county M&E staff to be trained in effective monitoring techniques. (g) Building enough time within the programme and project implementation process for participants to engage in the consultations and discussions of M&E results. (h) Ensure that good practices and lessons learnt are shared among all stakeholders. (i) Involve stakeholders in ongoing revision of the programme in the light of insights gained from monitoring. (j) Make provision for costs of monitoring activities in original budget	(a) Ensure that clear targets are identified at the start of the project/programme implementation process and that delivery against these targets are used as the main framework for evaluation. (b) Incorporate a clear framework (such as a Results Matrix and Gantt chart) in the design of the project or programme to provide the basis for subsequent evaluation. (c) Make provision for costs of evaluation in original budget. (d) Ensure that all stakeholders, and particularly the intended beneficiaries, are consulted in the evaluation, and that the consultations' results are used effectively to enhance the implementation process of the project/ programme. (e) Identify and report important non-intended consequences. (f) Use a diversity of methods, including both qualitative and quantitative indicators. (g) Ensure that insights from the evaluation are disseminated externally so that others can learn from them.

Source: UNESCO Information Communication and Technology for Development, (2008)

68. These analyses are thereafter, summed up in a Results Matrix or Logical Framework Matrix (LFM). In this case, the CIDP Results Matrix of Template A8 (Appendix A8) and the Project Sheet for each CIDP project is captured in a Project Sheet – Template A10 (Appendix A10). The LFM gives a time-frame which identifies how much time will be needed for each activity. It identifies when an activity can begin and by when it must be completed. The LFM of the CIDP (A8) and projects (A10) has "Indicators" built into it, thus there is an "automatic" connection between project design and the M&E system.

69. The analysis in preparing the ADP follows the performance/programme based budgeting, which allocates budget expenditure by programme. For effective management and good governance of public funds, this programme-based budget should be managed through the Integrated Finance Management Information System (IFMIS). As required in the CIDP Results Matrix and captured in Form A8, targets, indicators and objectives are included in the LFM or the Results Matrix and any actions/activities necessary to undertake M&E should be included in the project plan and budget.

70. To ensure simplicity and ease of compliance, CIDP projects should be monitored and data collected at least quarterly, using the Project LFM form presented in Appendix A10. M&E is a dynamic process and one of the characteristics of an effective M&E system is that it allows for changes in project implementation based on results, evidence and evaluation.

3.3 Ten Steps to Designing, Building, and Sustaining a Results-Based Monitoring and Evaluation System

71. **This section presents ten steps that are used in designing, building, and sustaining a results-based M&E system.** Following these steps will enable the counties to develop a CIMES that will assist them to foster political and financial support for policies, programmes and projects included in the CIDP. The ten steps are presented in Figure 5. The counties are expected to demonstrate their preparedness and capability to understand and follow these ten steps in building their respective CIMES. A summary outlining each of these steps is provided below.

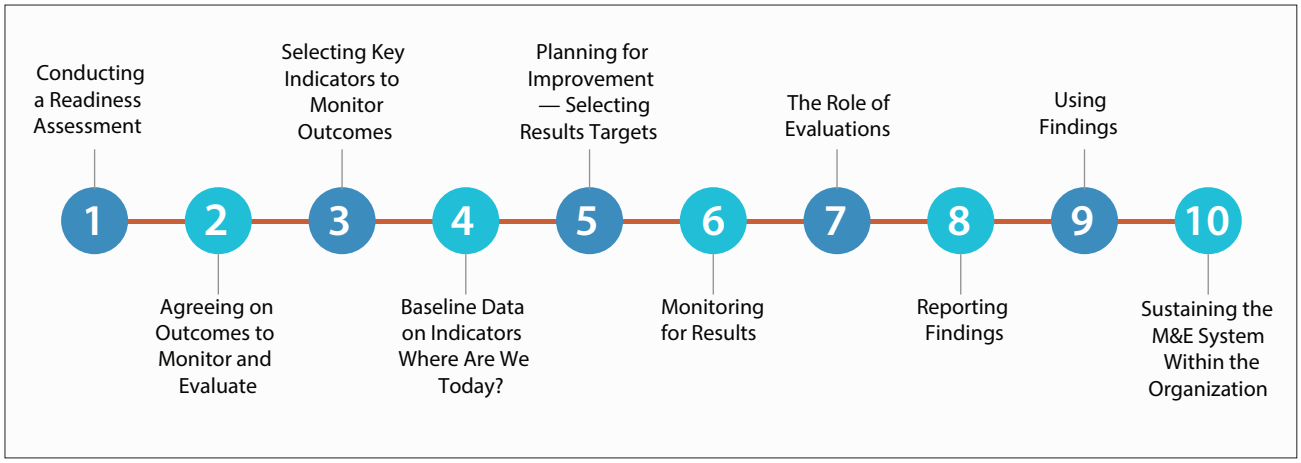
3.3.1 Step 1: Conduct a Readiness Assessment

72. **The readiness assessment is a diagnostic aid that determines where a county stands in relation to the requirements for establishing a sustainable results-based M&E system.** It is an analytical framework to assess a county's organisational capacity and political willingness to monitor and evaluate its development goals, and to develop a performance-based framework. It should include sensitization of the County Executive, County Assembly, National Government Agencies and non-state actors at the county on the need for M&E and its implications. The readiness assessment is the foundation of the M&E system. Just as a building must begin with a foundation, constructing an M&E system must start with a readiness assessment. Without an understanding of the foundation, moving forward may be fraught with difficulties and ultimately, failure.

73. **The Readiness Checklist of Appendix A2 identifies challenges to carrying out M&E for a project, such as inadequate political will, expertise or experience.** Use the CIDP Checklist in Appendix A3 and the ADP Checklist in Appendix A4 to test the suitability and readiness of the CIDP and the ADP for implementation.

74. **The readiness assessment includes a review of a country's current capacity to monitor and evaluate along the following dimensions:** existence of technical and managerial skills; existence and quality of data systems; available technology; available fiscal resources; and institutional experience; leadership, and management capacity to achieve the expected results; efficient and reliable information system to monitor and assess effectiveness and efficiency in delivering outputs to achieve desired outcomes and impacts for the targeted groups; sound budget planning, formulation and execution that focus on priority policies and programmes. Are there other organisations such as universities, private consultants or government agencies that have the capacity to provide technical assistance and/or training?

Figure 5: Ten steps to designing, building and sustaining a result-based M&E system



75. **Capacity in the areas mentioned above is needed to develop, support, and sustain the M&E system.** Where capacity is inadequate or lacking, staff needs to be trained in modern data collection, monitoring methods, and analysis. Technical assistance and training for capacity and institutional development may be required. The government and development partners are often willing to finance and support such activities, and share lessons from best practice.

76. **Assess the roles and responsibilities and existing structures to monitor and evaluate development impact.** In most county governments, different departments will be at different stages in their ability to monitor and evaluate. It should not necessarily be assumed that all departments in a county are moving in tandem and at the same pace. There will inevitably be some sequencing and phasing with respect to the building of M&E systems. The readiness assessment serves as a guide through the political system, and helps identify the ability of county government departments and agencies to monitor and evaluate. One should first focus on nurturing those elements in the county government that are able and willing to move faster in developing an effective M&E culture.

77. **As already mentioned in section 1.3, some functions are shared between the national and county governments.** The readiness assessment will identify overlaps among these concurrent functions, so that overall programme performance can be more effectively and efficiently measured and achieved. The readiness assessment can assist in brokering differences between departments and ministries doing the same or similar functions or tasks in a county.

78. **County government policymakers need to be in communication with and work in partnership with agencies responsible for information gathering and dissemination, for example in areas such as the SDGs.** The M&E system needs to be integrated into the policy arena of the SDGs so that it will be clear to all stakeholders why it is important to collect data, how the information will be used to inform the efforts of the county government and civil society to achieve the SDGs, and what information needs to be collected.

3.3.2 Step 2: Formulate Outcomes and Goals (Impacts)

79. **It is important, to distinguish between goals (impacts) and outcomes.** Goals are generally longer term, and from goals we move to outcomes, which are of an intermediate time frame (five to ten years). From outcomes we derive targets that are generally short-term, of about one to three years. Setting outcomes is essential in building a results-based CIMES. Building the system is a deductive process in which inputs, activities and outputs are all derived and flow from the setting of outcomes. Indicators, baselines and targets (covered in subsequent sections below), all crucial elements of the performance framework, are derived from and based on the setting of outcomes. This activity must be carried out in formulating the CIDP, jointly with stakeholders, who work together to formulate goals/impacts and outcomes.

80. **At the county level, certain stated county or sectoral goals may already exist.** Also, political and electoral promises may well have already been made that specify improved county government performance in certain areas. In addition, there may be citizen polling data indicating particular societal concerns. County Assembly actions and legislation are other areas that should be examined in determining desired county goals. There may also be a set of goals for a given project or programme, or for a particular ward of a county. From these goals, specific desired outcomes can be determined.

81. **It is important to keep in mind that it is a constitutional responsibility to involve county citizens and other stakeholders in developing outcomes.** The overall process of setting the outcomes should begin with identifying specific stakeholder representatives who should be

consulted. Who are the key parties involved around an issue (health, education, energy, etc.)? How are they categorized? For example, CSOs, government, development partners, whose interests and views are to be given priority? Use the Engagement Checklist in Template 5A (presented in Appendix A5) and the Stakeholder Participation Assessment Template in Appendix A6 to identify stakeholder representatives to be consulted. The result of consultations and formulation at county level is the County Integrated Development Plan, defining a set of projects outlined in Chapter 7 of the CIDP. The outcomes and goals of the CIDP are presented in the CIDP Results Matrix Template in Appendix A8.

82. After stakeholder groups have been identified, the following factors are important in compiling the outcomes:

i. *Identify major concerns of each stakeholder group*. Use information gathering techniques such as brainstorming, focus groups, surveys, and interviews to determine the interests and priorities of each of the groups involved.

ii. *Translate Problems into Statements of Possible Outcome Improvements*. An outcome statement should be formulated positively rather than negatively. Stakeholders will respond and rally better to positive statements, for example: "We want improved health for infants and children," rather than "We want fewer infants and children to become ill." Positive statements to which stakeholders can aspire carry more legitimacy. It is easier to build a political consensus by speaking positively about the desired outcomes of stakeholders.

iii. *Outcomes should be disaggregated sufficiently to capture only one improvement area in each outcome statement*. E.g. Outcome: Increase the percentage of employed people. To know whether this outcome has been achieved, the goal needs to be disaggregated to answer the following questions: For which population or target group? Where? How much? By when? This outcome can be disaggregated by examining increased employment in terms of a target group, sector, percentage change and timeframe. E.g. Disaggregated outcome: Increase employment among youth in the rural sector by 20 percent over the next four years."

83. It is important to develop a Monitoring and Evaluation Plan for each project or programme. This is addressed in later steps, where each project must be monitored and reports compiled regularly. Timelines for M&E are clearly defined by using the quarterly calendar.

84. Note that, according to these guidelines, there is a standard M&E plan and there are standard responsibilities for all county projects and programmes. Coordination and joint reporting for each county department is the responsibility of a designated M&E officer. The coordinated reporting of the whole county and upwards towards the County Executive, CoG, national government level and the Senate is the responsibility of the M&E Unit, providing reports for approval by the County Monitoring and Evaluation Committee (CoMEC). It is essential that clear outcomes and targets be defined at county and national levels. Monitoring is essential to determine whether development and service delivery is on track.

85. In these guidelines, the outcomes and goals (impact) of every project and programme included in the CIDP are recorded in the CIDP Results Matrix Template A8 and in more detail in the Project Sheet (see Appendix 10A). Check list A3 (see Appendix A3) should be used to assess the quality of the process used during the CIDP preparation process and for related documents. Checklist A4 (see Appendix A4) should be used to assess the quality of the process used in developing the ADP and the related documents.

3.3.3 Step 3: Select Outcome Indicators to Monitor and Evaluate

86. **Indicators should be developed for all levels of the M&E system.** This means that indicators are needed to monitor progress with respect to inputs, activities, outputs, outcomes, and goals. Progress needs to be monitored at all levels of the system to provide feedback on areas of success and in areas where improvement may be required.

87. **Although indicators are already defined in the CIDP, it is recommended that they are revisited for every CIDP project to find out if they meet the performance characteristics listed in the above table.** Where possible, it is preferable to use the standard indicators presented in Appendix A1.

88. **Performance indicators should be Specific, Measurable, Achievable, Realistic and Time-bound (SMART) presented in Table 2.** The more precise and coherent the indicators, the better focused and useful the measurement strategies will be. If any one of these five criteria is not met, formal performance indicators will suffer.

89. **Performance indicators should be as specific, direct, and unambiguous as possible.** Indicators may be qualitative or quantitative. Quantitative indicators should be reported in terms of a specific number (number, mean, or median) or percentage. "Percentages can also be expressed in a variety of ways, e.g., percent that fell into a particular outcome category, percent that fell above or below some targeted value, and percent that fell into particular outcome intervals…" (Hatry 1999, p. 63). Outcome indicators are often expressed as the number or percent (proportion or rate) of something. Managers of CIDP projects and programmes should consider including both forms.

90. **Qualitative indicators/targets imply qualitative assessments.** A qualitative indicator might measure perception, such as the level of empowerment, that local government officials feel, so they can adequately do their jobs. Qualitative indicators might also include a description of behavior, such as the level of mastery of a newly learned skill. Although there is a role for qualitative data, it is more time consuming to collect, measure, and distil, especially in the early stages. Furthermore, qualitative indicators are harder to verify because they often involve subjective judgments about circumstances at a given time. For this reason, qualitative indicators should be used with caution.

91. **Sometimes it is difficult to measure the outcome indicator directly, so proxy indicators are needed.** Indirect, or proxy, indicators should be used only when data for direct indicators are not available, when data collection will be too costly, or if it is not feasible to collect data at regular intervals. However, caution should be exercised in using proxy indicators, because there has to be a presumption that the proxy indicator is giving at least approximate evidence on performance.

Table 2: SMART Criteria

Specific	Precise and unambiguous
Measurable	Provide a sufficiently quantified basis to assess performance; or at least a perception of performance, on say a 5-point scale
Achievable	The indicator should be achievable both as a result of the program/project and a as a measure of realism
Realistic	In terms of the availability to collect data with the available resources
Time-bound	Specify when the result(s) can be achieved

Source: Drucker. P. F, The Practice of Management, 1954

92. **Constructing indicators can be complex or difficult work.** Therefore, it is especially important that competent technical and policy experts participate in the process of indicator construction. All perspectives need to be taken into account when considering indicators. The indicators should be substantively feasible, technically doable, and policy relevant.

93. **Outcome indicators are important because they focus the attention of officials, stakeholders, decision makers and policy makers on essential results.** Setting indicators to measure progress with inputs, activities, outputs, outcomes and goals is important in providing necessary feedback to the county management. It will help CEC members, senior management staff and national government staff at the county to identify those parts of a county government that are not achieving results as planned. Where appropriate, indicators form Appendix A1 should be used or other indicators that are already collected and for which a reliable baseline is available from operational systems. Use the CIDP Results Matrix Form A8 and the Project LFM Form A10 to record the indicators for the overall CIDP and individual projects. The following are the characteristics of good indicators:

- Each outcome needs to be translated in to one or more indicator;
- Jointly identify indicators that show an outcome has been achieved;
- An outcome indicator answers the question: "How will we know success when we see it?".

Example of Indicators:

- Gross primary school enrolment rates;
- Child mortality rate.

94. **Once the indicators have been selected it is important to write a definition for each one.** The definition describes exactly how the indicator is calculated. If indicators are not properly defined, there is a serious risk that indicators might be calculated differently at different times, which means the results can't be compared.

95. **Here is an example of how one indicator in the education program is defined:**

INDICATOR
Percentage of Grades 6 primary students continuing to High School

DEFINITION
Number of students who start the first day of Grade 7 divided by the total number of Grade 6 students in the previous year, multiplied by 1000.

SAMPLE CALCULATION:

$$\frac{\text{80 student start the first day of Grade 7 in 2013}}{\text{175 Grade 6 students in 2012}} \times 100 = 46\%$$

96. **After writing the definition of each indicator, it is necessary to identify how the data will be collected, the frequency (monthly, quarterly, annually, etc.),** which tool will be used, where it will be reported, and how quality control will be managed. It's a good idea to put all this information in one table for each indicator. An example for one of the education program indicators is shown in Table 3.

3.3.4 Step 4: Gather Baseline Information on the Current Condition

97. **A performance baseline is information that provides data at the beginning of, or just prior to the monitoring period.** The baseline is used to learn about recent levels and patterns of performance of the indicator; and to gauge subsequent policy, programme or project performance.

98. **At the most basic level, a baseline is required to determine whether there is a project manager, a budget, mobilised funds, and if the project is off track, on track or delivering.** As captured in the CIDP, is the project stalled or running? It is also important to understand the priority placed on the CIDP project that is being monitored, for example is it a flagship project required for Vision 2030? Is it included in the Performance Contract of the CEC Member responsible for the sector, and/or the manifesto of the Governor?

99. **The basics mentioned above will determine the importance and likelihood of delivery of the project.** These basics can be captured in the CIDP Results Matrix form A8. Is the project mature and on-track or not even properly formulated? The status of

Table 3: An example on how to define an indicator

Indicator	Reading proficiency among children in Grade 6
Definition	Sum of all reading proficiency test scores for all students in Grade 6 divided by the total number of students in Grade 6.
Purpose	To assess whether reading proficiency at the schools participating in the program is improving over time. This would provide evidence on whether the reading component of the program is effective.
Baseline	Average score: 47
Target	Average score: 57
Data Collection	The class teacher will conduct a reading proficiency test for all students in the class. Each student will be assessed individually in a separate room. The teacher will ask them to read a list of words, sentences and paragraphs out loud and will mark each one that they have difficulty with. Any students not present on the day of the assessment will be excluded.
Tool	National Reading Proficiency Assessment questionnaire.
Frequency	Every 6 months
Responsible	Teachers
Reporting	The individual score for each student will be reported in the six monthly progress reports submitted by each teacher to the Program Manager. The Program Manager will then combine the data from each class to create full list of students and their scores. This will be used to calculate the average score for all students in Grade 6 using the definition above. The average score will be included in the report for the donor submitted every six months.
Quality Control	All teachers will attend a one day training course on how to complete the assessment. To verify the accuracy of the test scores submitted by the teachers the Program Manager will randomly select one class every six months to audit. This audit will involve re-testing all the students in the class and comparing the results to the results submitted by the teacher.

Source: Practical tools for International Development, available in tools4dev.org

each CIDP project should be recorded as a part of the baseline using the traffic-light maturity scale of the Project Implementation Maturity Model, based on form A7. The results from all CIDP projects can be simply recorded in the appropriate column of the CIDP Results Matrix A8, and when available in the online in e-CIMES. Baseline indicator values should be recorded at CIDP level in the CIDP Results Matrix Form A4, and at project level in the Project LFM Form A10.

100. Figure 2 contains an example of baseline data for a policy area – primary education. It builds on the performance framework mentioned in section 3.3.2. The challenge is to obtain adequate baseline information on each of the performance indicators for each outcome. This can quickly become a complex process. It is important to be judicious in the number of indicators chosen, because each indicator will need data collection, analysis and reporting systems behind it. The selected outcome is to improve children's learning. So in this case there must be an indicator for students. Scores on achievement tests could be a suitable indicator that meets the "SMART" test.

101. The next challenge is to obtain adequate baseline information on each of the performance indicators for each outcome presented in Table 4. The following key questions should be asked in building baseline information for every indicator: What are the sources of data? What are the data collection methods? Who will collect the data? How often will the data be collected? What is the cost and difficulty of collecting the data? Who will analyse the data? Who will report the data? Who will use the data? These questions need to be answered for each of the identified indicators. Table 5 presents a framework that can be used to complete the required information for each of the indicators.

Table 4: Developing baseline data for one policy area – primary education

Outcomes	Indicators	Baselines	Targets
1. County X children have better access to pre-primary school programmes.	1. Percentage of eligible children in County X enrolled in pre-primary school education.	1. In 2000, there were 70% of children in age group 3-5 years enrolled in pre-primary school education.	
1. Primary school outcomes for children in County X are improved.	2. Percentage of standard 7 pupils scoring 70% or better in average mathematics or science subjects in the Kenya Primary School Examinations.	2. In 2012, there were 70% of the students who scored 50% or better in maths, and 55% or better in science.	

Source: UNDP Handbook on Monitoring and Evaluation of Results, UNDP 2002

Table 5: Building baseline information

Indicator	Data Source	Data Collection Method	Who will collect the data?	How frequently will the data be collected?	What will be cost and the difficulties involved in collecting the data?	Who will analyse the data?	Who will report on the data?	Who will use the data?
1								
2								
3								
4								

Source: UNDP Handbook on Monitoring and Evaluation of Results, UNDP 2002

3.3.5 Step 5: Set Targets and Timelines

102. At the beginning of every financial year, every project manager, who is responsible for implementation of each CIDP project or programme, develops an individual work plan and signs a performance appraisal report with his/her supervisor, (i.e. the Director of the county Department in which the project/programme is located), based on agreed project/programme performance indicators and targets outlined in the CIDP Results Matrix Template A8. The individual work plans are derived from the departmental work plans and the officer's job description. The work plan briefly describes the M&E performance targets or expected results from specific tasks and activities for which the project manager is responsible during that fiscal year. The M&E performance indicators and targets for each project manager are then collated by the M&E Officer responsible for each departmental work plan, which includes among others, departmental priority projects and programmes that are outlined in the CIDP.

103. Directors of Departments will thereafter discuss the work plan and performance targets with individual project managers, and ensure that the objectives and performance targets of the department are understood. The expected results may include tracking progress on agreed activities of CIDP projects/programmes during the period of assessment. For each activity to be assessed properly there must be clear and measurable indicators of success. A chart showing the County Governments Administrative Structure, based on administrative staff, is presented in Appendix A13.

104. The time-frame component identifies how much time will be needed for each activity. It identifies when the activity can begin and when it must end. Targets indicate the levels of desired output, outcome or impact for a defined period or at a defined milestone. Targets are important because they define a level against which success can be measured. Besides the CIDP and Departmental work plans, each CEC Member signs a Performance Contract (PC) with the Governor.

105. In Section D of the PC, the operational output objectives of the PC are defined. These outputs should align to the outputs of the county department or sector work plan and to the ADP projects of the county department for the current year. The relationship between CIDP projects and PC Section D can be indicated in the County Results Matrix Form A8. Guidance on setting targets for recording in the CIDP Results Matrix A8 is provided in Appendix A12.

106. After gathering baseline data on indicators, the next step is to establish results targets—what can be achieved in a specific time toward reaching the identified outcome. Several important factors should be considered when selecting performance indicator targets. One factor is the importance of taking baselines seriously. There must be a clear understanding of the baseline starting point. Another consideration is the expected funding and resource levels expected to be availed throughout the target period. A third factor is political concerns. For example, what has the Governor promised to deliver in his or her election manifesto?

107. Note that setting realistic targets involves the recognition that most desired outcomes are not quickly achieved. Thus there is a need to establish targets as short-term objectives on the path to achieving an outcome. The tendency is to set interim targets over shorter periods of time when inputs can be better known or estimated. "Between the baseline and the targeted outcome, there may be several milestones (interim targets) that correspond to expected performance at periodic intervals"11 (UNDP 2002, p. 66). In the case of CIMES, quarterly indicator targets should be entered into the Form A8 for the CIDP as a whole, and in Form A10 for each individual project or programme.

108. The completed matrix of outcomes, indicators, baselines, and targets becomes the performance framework. It defines outcomes and plans for the design of a results-based M&E system that will, in turn, begin to provide information on whether interim targets are being achieved on the way to the longer-term outcome. Table 6 illustrates the completed performance framework for a county education development policy area. The formula for arriving at the target performance, involves setting baseline indicator levels and desired levels of improvement over a specified period of time. The desired improvement levels needed to realise the set targets should be arrived at through a participatory and collaborative process with relevant stakeholders and any development partners.

3.3.6 Step 6: Regularly Collect Data to Assess Whether the Targets are Met

109. Monitoring tests whether the targets set are achieved in reality. Since targets are set quarterly, indicator data should be collected quarterly or as designated in the CIDP Results Matrix Form A8 or the Project LFM Form 10. Data to monitor CIDP, CDF or devolved funds may be collected quarterly, monthly, biannually or annually as appropriate. There is a pre-existing responsibility and process in the counties which is to report the PC results of each CEC member and their respective ministry quarterly by the 14th of the month following each quarter. The data collection process for PC results is already required, and the results are already assessed against targets.

110. The monitoring system strategy being designed should include a clear data collection and analysis plan, detailing the following: units of analysis (for example, school district, community, hospital, village, region); sampling procedures; data collection instruments to be used: frequency of data collection; expected methods of data analysis and interpretation; those responsible for collecting the data; data collection partners, if any; those responsible for analysing, interpreting and reporting data; for whom the information is needed; dissemination procedures; and follow-up on findings. The system should provide an integrated platform for generating and sharing M&E data without duplication.

111. Timeliness consists of three elements: frequency (how often data are collected); current (how recently data have been collected); and accessibility (data availability to support management decisions). If the data are not available to county decision makers when they

Table 6: A Framework for Developing Targets for Primary Education Policy Area

Outcomes	Indicators	Baselines	Targets
1. County X children have better access to pre-primary school programmes.	1. Percentage of eligible children in county X enrolled in pre-primary school education.	1. In 2000, there were 70% of children in age group 3-5 years enrolled in pre-primary school education.	1. In 2017, 85% of children in age group 3-5 years enrolled in pre-primary school education.
1. Primary school outcomes for children in County X are improved.	2. Percentage of standard 7 pupils scoring 70% or better in average mathematics or science subjects in the Kenya Primary School Examinations.	2. In 2012, there were 70% of the students who scored 50% or better in maths, and 55% or better in science in Kenya Primary School Examinations.	2. In 2017, 80% of the students will score 50% or better in maths, and 65% or better in science in Kenya Primary School Examinations.

Source: UNDP Handbook on Monitoring and Evaluation of Results, UNDP 2002

need it, the information becomes mere historical data. County management teams require accurate and timely information. Real-time, continuous data that decision-makers can use to lead and manage in their work environment is essential. It makes little sense to manage county governments using data that may be three or more years old.

112. **The data are collected by the project managers responsible for each project of the CIDP, and reported in the CIDP Results Matrix Form A8.** These data is then collated and approved by the Director of the department in which the project is located and forwards the report to the M&E Directorate. The directorate thereafter compiles a County M&E report that is passed to the CoMEC for approval and onward submission to the CPMS Unit and the relevant M&E committees.

113. **The intent of both the project manager reporting and evaluation, followed by the director's approval, is to verify results and record lessons learned, and this goes into the subsequent decision-making process.** It is the responsibility of the project manager to record lessons learned; for the M&E Officer to collate learning per county department; and of the County M&E unit to consolidate and disseminate learnings for the county. An evaluation can also be undertaken to confirm the viability of the design before a project or programme is implemented.

3.3.7 Step 7: Mid-Term and End Term/ Terminal Evaluations

114. **An evaluation is needed after full implementation of one phase of a project and before commencement of other phases.** These guidelines, which focus on implementation of the ADP projects, require that quarterly and six monthly data is collected, analysed and reported, supported by evidence and related evaluation results. These results can be used in formulation of County Annual M&E Progress Report (CAMER) and County Annual Public Expenditure Report (CAPER), as well as in formulation of the quarterly County M&E Report. Reporting on Sub-counties, wards and villages is not expected at this time, although it could be considered in future as the county's capacity grows.

115. **For a small number (say 3) of priority policies, programmes and projects per county, a full-scale evaluation should be undertaken midway and at the end of the project.** These reports should be linked to the quarterly reporting of each department PC, which is already being reported on at county level.

116. **Another stage at which it is common to recognise the M&E role is in mid-term evaluations.** In this case, M&E reports compiled at the half-year of each ADP project using the Project Sheet (Appendix 10) are used to produce mid-term review reports. In respect of county performance as a whole, the CAMER and CAPER are produced, based on any sub-county disaggregated reporting and according to the county's annual calendar, as indicated in Appendix A14. This timing is necessary and should be strictly followed to facilitate timely input to the national APR as per the calendar specified in the National M&E Framework.

3.3.8 Step 8: Analyse and Report the Results

117. **In these guidelines, the standardized approach for analyzing and reporting Annual Development Plan results is a quarterly process, linked to implementation of projects/ programmes outlined in CIDP.** This is the responsibility of PDOs, and of the M&E Officer responsible for the relevant department. Validated reports are immediately availed to the County M&E Officer (i.e. the head of the County M&E Unit) for line-by-line validation, before consolidating them with other county reporting information systems and preparing the M&E report that is forwarded to CoMEC for formal approval and onward dissemination to key stakeholder groups.

118. Quarterly and annual reports for each county department and for the whole county are important because they:

- Give information on the status of projects, programmes, and policies
- Provide clues to problems
- Create opportunities to consider improvements in the project, programme and policy implementation strategies
- Provide important information over time on trends and directions
- Help confirm or challenge the theory of change or project design

119. Reports are prepared in the agreed format of Form A8 (Appendix A8) for all CIDP projects and for individual projects. Further aggregated reports may be developed. It is recommended that the standardised forms presented as appendices to these guidelines be used by every county to facilitate further analysis and comparison within and between counties. The use of these standardised forms will also make it easy for each county to compile and submit reports that are required for the compilation of CAMER for the county and the APRs for the national government.

120. County Annual Progress Reports and Public Expenditure Reports (CAMER): The contents of the CAMER can be summarised, based on the contents of appropriate Project Results Matrix Forms A8, and this can further be used alongside budget information to inform the CAPER. Later, as local capacity is built, these reports could be generated at disaggregated levels within the sub-counties, wards and villages. Preparation of detailed progress reports for the sub-counties and below is not included in these guidelines.

121. The Form A 11 can be used an aggregated result for the county (CoMER), for a sector (SMER), a sub-county (SCoMER), a ward (WaMER) and village (ViMER) sector or for the county. In practice, these disaggregated reports should only be considered when there is robust capacity and timely, dependable M&E and economic reporting at county level. The Appendix A14 will be added and updated from time to time to provide simple M&E Report (MER) Forms and Appendix A14 will similarly provide simple Economic Progress Report Forms with versions for sub-county levels as and when required.

3.3.9 Step 9: Using the Results Findings

122. Information gathered through M&E progress reports is useful to a number of different audiences. Results findings are used to manage for development results, driving service delivery; to disseminate lessons learnt and develop good practice; to inform the county inter-governmental forum, county assemblies, CoG and the National and county government summit; to engage citizens, development partners and other stakeholders; and to inform constitutional commissions and independent offices. In this way the legal responsibilities of the county government to report and contribute to national M&E products, including the APRs and the national aggregation of M&E reports, will be fulfilled.

123. At county sector level, a quarterly review of results at sector department should be chaired by the CEC Member responsible for the sector in the county, with the Chief Officer as Secretary, to determine the level of ADP and work plan progress for the department, and to define preventive and corrective actions as required. The content of this report usually focuses on outputs and expenditure (not outcomes) and is prepared by the M&E Officer for the Department; however, its content and presentation is the responsibility of the Director responsible for the Department.

124. The quarterly sectoral review meetings mentioned above are followed by a quarterly review of aggregate results, broken-down by county departments, to determine the level of

progress made in the entire county and to define preventive and corrective actions as required. This quarterly review meeting is chaired by the Governor, with the County Secretary as secretary. The preparation of reports at county level is the responsibility of the M&E Directorate, and the formal approval is the responsibility of the CoMEC. The CoMEC will review the findings of the county APR, and recommendations to be taken to address issues highlighted in the report.

125. Based on the review of aggregated progress reports at sector level, weekly or monthly corrective actions should be defined and delegated at sector level. These sector reports are prepared by M&E Officers for each Department and submitted to the county M&E Directorate for validation, aggregation and production of reports, which are forwarded to the CoMEC. Monthly or quarterly performance reviews are recommended at the county level, prepared by the M&E Directorate, and submitted to CoMEC.

3.3.10 Step 10: Sustaining the M&E System

126. M&E should become a culture, a standard process and a habit of the county. This is supported by the simple quarterly rhythm of data collection, periodical evaluation and action-taking, as defined in these guidelines. Further, the sharing of M&E results with the County Executive, County Assembly, National Government agencies, non-state actors at the county and the citizenry, helps to sustain demand for better development results. Quarterly reviews by the County Executive ensure that everyone in the county knows that M&E and accountability for results is a permanent feature of the county culture.

127. The PC process is now a standard feature of the Kenyan public service, hence it is further advisable to maintain and strengthen the linkage of key M&E results achieved against the commitments made in Schedule D of the PC, in particular commitments that relate to the CIDP implementation targets and indicators of each CEC Member.

128. Sustained use of M&E is better ensured through the clear roles and responsibilities and institutional arrangements as set out in chapter 4 of these Guidelines. Further process, habits, roles and responsibilities all combine to strengthen the ongoing readiness of the county for M&E.

129. A draft County Performance Management System Handbook (PMS Handbook) is being prepared to further assist in sustaining M&E as a part of the County Performance Management Cycle. The Handbook will provide further detail of roles, responsibilities, job descriptions and meeting agendas that may be used to operationalise and embed M&E within the county.

130. To ensure the sustainability of county M&E, be aware of the following critical components of demand:

- Political Leadership — from the Governor's Office and from the County Assembly.
- Adequate Budget— budget is set aside for both the projects to be monitored and for the M&E process itself.
- Clear Roles and Responsibilities — Establish formal and clear organisational lines of authority for collecting, analysing and reporting performance information.
- Use of Trustworthy and Credible Information — information produced by the M&E system should be transparent and subject to independent verification.
- Accountability and Transparency — the media, the private sector and others all have access to the M&E reports, and problems are acknowledged and addressed.
- Regular Review Meetings — results and action focused meetings are regularly conducted to ensure that accountable officers are delivering the results expected.

- Capacity building — sound technical skills in data collection and analysis are built; and also managerial skills in strategic goal setting and organizational development.
- Incentives— success is acknowledged and rewarded; lessons learnt are applied to influence design of future projects.
- Relevance — M&E reports service the needs of county senior management staff, including the Governor, CEC members and the County Commissioner.

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CHAPTER FOUR

INSTITUTIONAL SET-UP FOR COUNTY M&E

4.0 Introduction

131. This chapter provides guidelines for M&E institutional arrangements in a county. The proposed institutional structures will strengthen coordination of the County M&E system. The institutions will encompass both levels of government, non-state actors (development partners working in the county, private sector and civil society organizations) and the citizens. The structure will comprise of County Assembly Committee responsible for Planning, CoMEC, Technical Oversight Committee (TOC), Sub-County Monitoring and Evaluation Committee (SCoMEC), Ward Monitoring and Evaluation Committee (WMEC), Sector Monitoring and Evaluation Committee (SMEC) and the village council. Existing legal structures, such as the county assembly, County Intergovernmental Forum and the County Participation Forum will form part of the CIMES structure. The County M&E Directorate will be established to coordinate CIMES.

132. The guidelines propose to establish a service delivery unit to be domiciled in the governor's office. This unit will be responsible for monitoring implementation of the governor's priority programmes and projects. It will also assist the Governor's office with the day-to-day monitoring activities relating to prioritized operations in the county government. Its roles and responsibilities are highlighted in Table6. The SDU will support CIMES by ensuring smooth implementation of CIDP through uninterrupted service delivery.

133. The institutional setting for CIMES will produce evidence to inform county public service performance management that include; strategic planning, work planning, target setting, tracking performance through the M&E system and reporting. The Guidelines therefore, provide a description of the organizational structure at the county level.

4.1 M&E structure at County Level

4.2.1 CIMES Committees

134. The county will establish the M&E structure, which will constitute the County Assembly Committee responsible for Planning, County M&E Committee, M&E Technical Oversight Committee and Sector M&E Committees. The M&E Directorate will coordinate and function as the secretariat to the committees. The CoMEC ensures that the County has quality information needed to make decisions, and to lead and direct county M&E initiatives. To do this, the CoMEC provides quality assurance by verifying whether the M&E information given in the reports and the underlying data collection and analysis processes are of the needed quality and conform to the M&E requirements outlined in these guidelines. The CoMEC oversees overall county compliance and results of projects implementation and service delivery within the CIDP and ADP. The CoMEC is charged with preventing duplication and wastage, and providing the evidence base for policymaking and management.

4.1.2 Fora to support CIMES

135. There exist legal fora created by County Government Act 2012 and the Intergovernmental Relations Act 2012 that will support CIMES. These include the County Citizens Participation Forum and the County Intergovernmental Forum. The County Intergovernmental Forum provides a link between the National Government and the County Government at the county level. Table 7 lists the main committees and Fora involved in CIMES implementation.

Figure 6: County Committees

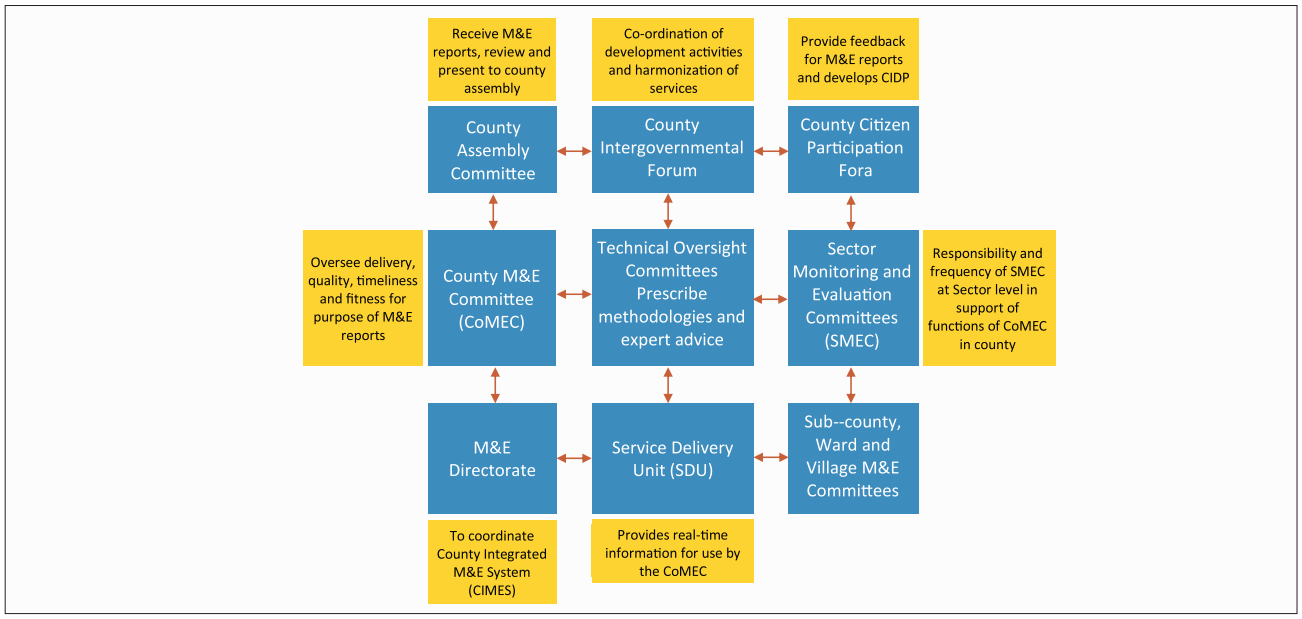


Table 7: Responsibilities of Major Committees on M&E Preparation and Reporting

Committee or Forum	Members	Responsibilities	Frequency of Meetings
County Assembly Committee responsible for Finance & Planning	MCAs	• Receive county M&E reports, review and present to the County Assembly for approval • Authorise the governor to present the report at the summit	As per the county assembly calender
County Inter-governmental Forum	Chair: • Governor or Deputy Governor in Governor's absence, or member of Executive Committee nominated by the Governor (As per the IGRA 2012) Membership: • All Heads of Department of National Government at county level including County Commissioner • County Executive Committee members or their nominees in writing Convenor: • CEC member responsible for finance and economic planning functions at the county level	• Receive, review and endorse M&E reports from CoMEC • Present M&E reports to the County Assembly Committee responsible for Economic Planning • Give policy directions on M&E at the county level	Quarterly

Committee or Forum	Members	Responsibilities	Frequency of Meetings
County Citizen Participation Fora (As per the Public Participation Bill 2018)	Chair: • CEC or Chief Officer responsible for the topic of the forum Membership: • Representatives of NGOs, and Civil Society Organisations • Representative of Evaluation Society of Kenya • Representatives of rights of minorities, marginalized groups and communities • Representative of private sector business community. • Development partners' representatives in the county Convenor: • Responsible CEC or Chief Officer.	• Participate in development of M&E indicators to monitor and evaluate CIDP • Review and give feedback to M&E reports	Annually
County M&E Committee CoMEC.	Co-Chairs: • County Secretary and senior representative of the national government nominated by the County Commissioner in writing Membership: • Heads of technical departments of the national government at county level • County chief officers • County Assembly Clerk • Court Registrar • Representatives from devolved funds • Technical Representatives managing all other Non-Devolved Funds in the County Convenor: • Chief Officer responsible for Economic Planning	• Oversee delivery, quality, timeliness and fitness for purpose of M&E reports • Drive service delivery through Results Based Management • Receive, review and approve county and sub-county M&E work plans and M&E reports • Convening County Citizen Participation fora to discuss M&E reports • Mobilisation of resources to undertake M&E at county and sub-county level • Approve and endorse final county indicators • Submission of M&E reports to NIMES, CIF, CoG, constitutional offices and other relevant institutions • Dissemination of M&E reports and other findings to stakeholders, including to County Fora	Quarterly

Committee or Forum	Members	Responsibilities	Frequency of Meetings
Technical Oversight Committees (TOC)	Chaired by: • Chief Officer responsible for Economic Planning Membership: • Up to ten technical officers versed in M&E from a balanced group of county departments and non-devolved function department Convenor: • M&E Director	• Identify, commission and manage evaluations • Review of the M&E reports • Present M&E reports to CoMEC • Capacity building for M&E • Sets the strategic direction for CIMES • Approves M&E Directorate's work plan and advises M&E Directorate on actions to be taken on various M&E issues • Approves indicator reports for use by CoMEC • Endorses M&E Directorate's reports to be presented to CoMEC	Quarterly
Sector Monitoring & Evaluation Committees (SMEC)	Chair: • Co-chaired between a Chief Officer from a relevant county government department and Director from the relevant department of the National government at county Membership: • Sector relevant county departments' Chief Officers, equivalent national government representative from that sector and sector relevant CSOs. (The County to define sector as per MTEF) Convenor: • Chief Officer responsible for the relevant department	• Produce sector M&E reports • Develop sector indicators • Undertake sector evaluations • Present sector M&E reports to the TOC	
SCoMEC	Co-chair: • Sub-county administrator and DCC Membership: • HODs at the sub-county level, development partners, CSOs etc. Convenor: • Sub-county M&E officer	• Produce sub-county M&E reports • Present M&E reports to the TOC • Develop M&E indicators	Quarterly

Committee or Forum	Members	Responsibilities	Frequency of Meetings
Ward MEC	Co-chair: • Ward Administrator and ADCC Membership: • HODs at the ward level, development partners, CSOs etc. Convener: • Ward Administrator	• Produce ward M&E reports • Present M&E reports to the TOC • Develop M&E indicators	Quarterly
Village MEC	• As per the village council composition	• Participate in the development of indicators process • Participate in monitoring of projects in respective villages • Provide feedback on M&E reports	Quarterly

4.2 Responsibilities and Functions of Stakeholders in the Institutional Framework

136. The Responsibility and functions of the different stakeholders with relevance for M&E at county level are outlined in Table 8. Governance, monitoring and reporting of the CIDP implementation progress are prescribed in section 54 of County Government Act (2012), including committee structures, roles, responsibilities and memberships. Performance Management joins up all aspects of county operations and development within a single, integrated strategic process. The performance management framework connects activities from the M&E Results Matrix in CIDP, MTPII and Vision 2030, to the Performance Contracts of individual senior management staff members, and to the operation of service delivery and the implementation of projects and programmes in the county. The M&E system should generate reports to be shared between the project manager and the director of the department, who approves the project M&E information, the PMS Unit, and the governors' and county commissioners' offices, which uses the information. To support the Performance Management and M&E processes of the county, the CIMES organogram is presented in Figure7.

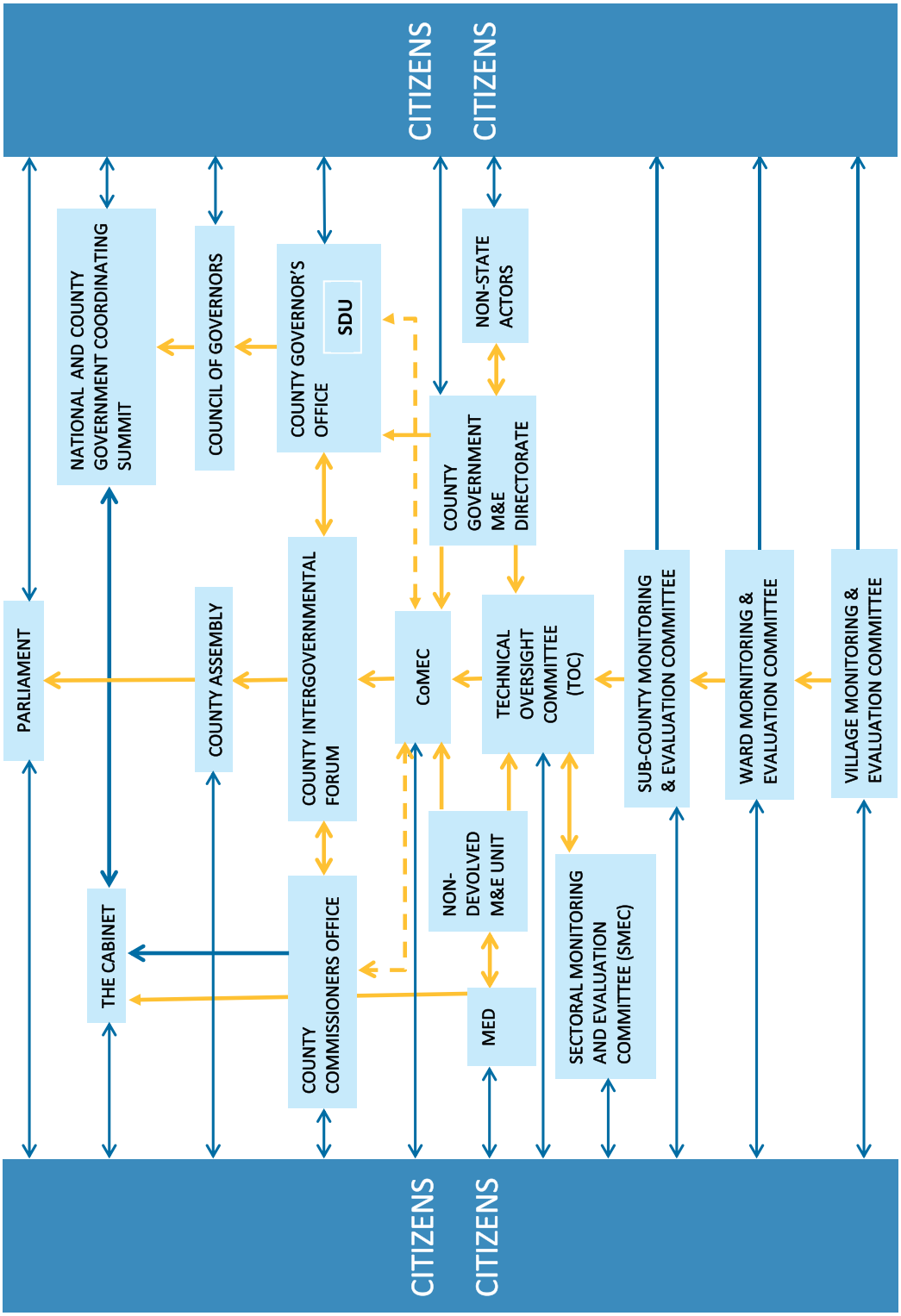
Table 8: Responsibilities of Stakeholders in M&E Reporting

Stakeholder	Responsibilities
County Governor	• Chair of the CIF • Presents county M&E reports to the Summit • Provides vision and leadership and drives delivery of the CIDP • Holds county CEC Members to account for their M&E targets • Holds CEC Members and County Secretary to account for use of the PMS to provide real-time reporting on service delivery and results • Ensuring that M&E structures are established in the county • Championing M&E and Performance Management as tools for delivery of development and services in the county • Promoting the role of the M&E Directorate in advancing Results Based Management and public service delivery that ensures the CIDP objectives and outcomes meet the needs of citizens
County Commissioner	• Coordinate the national government agencies in the county
County Secretary	• 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 operationalises the M&E function as a tool for delivery of development and services in the county
Chief Officers in Respective Sectors	• Co-chair respective SMEC • Develop sector specific M&E indicators • Oversee preparation of sector M&E reports • Present sector M&E reports to the TOC • Collaborate with M&E Directorate in undertaking sector evaluations • Liaise with sector heads of National government agencies at the county on M&E
Directors of National Government Agencies of Respective Sectors at the County	• Co-chair respective SMEC • Develop sector specific M&E indicators • Oversee preparation of sector M&E reports • Collaborate with M&E Directorate in undertaking sector evaluations • Liaise with sector heads at the county government level on M&E
Economic Planning Director	• Ensures that M&E is mainstreamed in county economic planning
Directors of Sector Departments at the County Government Level	• Prepare departmental M&E reports • Prepare M&E indicators for the department • Collaborate with M&E Directorate in undertaking evaluations in their respective departments • Present departmental M&E reports to the SMEC • Focal persons for M&E in their respective departments

Stakeholder	Responsibilities
County M&E Director	**A. Set up the monitoring and evaluation system:** • Develop the overall CIMES framework • Prepare the M&E plan with a detailed budget • Prepare county M&E framework • Supervise the work of the Monitoring and Evaluation office staff; provide guidance and technical support • Develop county M&E indicators in collaboration with KNBS and MED to ensure standard definition and classification • Establish contacts with national and other county monitoring and evaluation stakeholders • Review and provide feedback to programmes on the quality of methodologies established to collect monitoring data, and document the protocols that are in place for the collection and aggregation of this data • Establish an effective system for assessing the validity of monitoring and evaluation data through a review of CIDP implementation activities, completed monitoring forms/databases, and a review of aggregate-level statistics reported **B. Implementation of monitoring and evaluation activities** • Oversee the monitoring g and evaluation activities included in the CIDP, with particular focus on results and impacts as well as in lesson learning • Promote a results-based approach to monitoring and evaluation, emphasising results and impacts • Coordinate the preparation of all monitoring and evaluation reports; guide staff and executing partners in preparing their progress reports in accordance with approved reporting formats and ensure their timely submission • Prepare consolidated progress reports for the CoMEC, including identification of problems, causes of potential bottlenecks in implementation, and provision of specific recommendations • Check that monitoring data are discussed in the appropriate committees, (including citizens participation fora), and in a timely fashion in terms of implications for future action • Undertake regular field visits to support implementation of monitoring and evaluation, check the quality of data produced, and identify where adaptations might be needed; monitor the follow up of evaluation recommendations with Programme Managers • Foster participatory planning and monitoring • Organise and provide refresher training in monitoring and evaluation for CIDP projects/ programmes and other agencies implementing staff, county-based NGOs and key county stakeholders with a view to developing local monitoring and evaluation capacity • Undertake evaluations in the county **C. Knowledge management** • Promote knowledge management and information sharing of best practices • Facilitate exchange of experiences by supporting and coordinating participation in network of CM&EOs among counties • Organize county M&E day to share experiences • Identify and participate in additional networks such as NIMES networks that may also yield lessons that can benefit implementation of CIMES

Stakeholder	Responsibilities
The National Treasury and Planning (MED)	• External Facilitator and neutral validator • Receive and consolidate county M&E reports • Capacity building for CIMES • Set evaluation standards • Update the CIMES Guidelines • Technical backstopping for CIMES
County M&E Directorate: With two sub-units (1 for county & 1 for national)	**Composition:** 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 and national government: Several IT Officers assisting the county departments with M&E computerisation activities. The M&E Officer and ICT Officer ensure that the PMS system is supported by projects in their county departments. M&E officer works with the M&E Technical Committee. **Responsibilities:** • The overall responsibility for ensuring use of the M&E system in the county lies with the Director of M&E, who works closely with all Directors in the county to ensure timely production of M&E reports • Provide technical support and coordination of CIMES, including its institutionalisation within the county • Prepare periodic CIMES performance reports for presentation to CoMEC • Supporting the development of capacity for M&E through training, coaching and mentoring. • Coordinate regular M&E reports produced within the county departments and other agencies resident in county • Support the implementation of the CIMES Guidelines and Standards as the main M&E tool across the county • Maintaining the support systems that underpin reporting, such as the monitoring website and database of M&E (APR), comprehensive Public Expenditure Review (CPER), evaluations, Public Expenditure Tracking Surveys (PETS) and Metadata, etc.) • Systematically capture lessons learnt from successes, challenges and failures
Service Delivery Unit (SDU)	• Is located in the Office of the Governor, and provides the engine to drive priority projects and programmes for the Governor • To remove duplication of efforts from the M&E Directorate, SDU undertakes monitoring of county government activities • Is led and managed by a Director • 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 • Uses technology-supported Performance/M&E/Reporting systems for efficient, accountable and transparent working • Ensures programmes are implemented as per, the CIDP and the Annual Work Plans • Shares its findings with line departments to enhance service delivery • Monitors service charter to ensure citizens expectations are met • Provides a platform to address citizens' concerns e.g the governors hotline, website, social media etc.

Figure 7: Proposed CIMES organogram



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CHAPTER FIVE

REPORTING, DISSEMINATION AND CITIZEN ENGAGEMENT

5.0 Introduction

137. **This chapter describes information flow and knowledge sharing between different players and stakeholders to effectively apply M&E information and evidence for policy formulation and decision making.** This is done in the context of accountability, transparency, performance improvement, and learning. The chapter also emphasizes the need to design in collaboration with KNBS standard templates that can be used by all counties to collect data and other information used in compiling M&E progress reports. Further, it presents an effective means of publishing and disseminating M&E results and highlights feedback mechanism.

138. **Directors of county departments are accountable for establishing M&E plans for their individual departments, and also for the M&E results structure, which links all programmes/ projects of the department to the expected outcomes.** This is the basis for performance monitoring and reporting, to ensure adherence to the CIMES guidelines and the Kenya National M&E Policy.

139. **Accountability and responsiveness are improved when information flows transparently between an organization and its stakeholders.** Preparation of M&E and related performance information should happen as close to the point of service delivery as possible, with project managers held accountable for ensuring that their projects are suitably monitored and evaluated. This means that the project sheets/forms presented in the Appendixes to these Guidelines must be regularly completed and updated, and the results submitted to the relevant staff in the M&E Directorate. The M&E Evidence Base must be made accessible and visible within the M&E county information system. This could be achieved much more readily through the development of an online system that meets the selection criteria in Appendix A9.

5.1 Progress Reporting Standards and Responsibilities

5.1.1 Standardised M&E Reporting Mechanism and Templates

140. **This section emphasizes the need to design standard reporting templates that can be used by all county governments to collect data and other information used in compiling M&E progress reports.** M&E reporting is essential for county and national governments because it is used to: (a) determine the extent to which the CIDP and other county plans are on track and to make corrections accordingly; (b) make informed decisions regarding operations, management and service delivery; (c) ensure the most effective and efficient use of resources; (d) evaluate the extent to which the programme/project is having or has had the desired impact; and (e) whether new information has emerged that requires a strengthening and/or modification to the project management plan.

141. **Standardized reporting template helps counties aggregate progress reports from their sectors.** It also facilitates aggregation of M&E reports from the 47 county governments by MED. A simple, standardized reporting template also reduces the need for capacity building required to do the job, and enables comparison of results within and between counties. For this reason, all counties are required to report based on standard reporting templates that are similar and simplified so as to eliminate unnecessary reporting burdens and fatigue. This also ensures that the data collected conforms to the KNBS standard definitions and classifications.

142. Priority should be given to production of high quality quarterly and annual reports at county level. These consolidated county reports should be informed by quality and timely sector and sub county reports. The developed simplified reporting template is annexed in Appendix A15. A summary of the reports to be produced by every county government is outlined in Appendix A14.

5.1.2 County M&E Reporting and the Annual Progress Report

143. The CIMES reports and ADPs provide results information that serves a variety of needs and users at different levels throughout the county. At an operational sectoral level, CIMES will be expected to serve as a learning tool to assist in programme/project improvements and developing sound management practices. At the level of an individual county department, with the Director responsible for good governance and performance of the department, CIMES represents key management and accountability tools for the Director, and provides important inputs to strategic reviews that may be required to make management decisions regarding programme/project priorities and possible changes.

144. At the county level, the M&E Directorate takes lead in the production of M&E information. It is useful in informing planning, budgeting and funding decisions about overall implementation performance of various projects/programmes outlined in the CIDP. In a legislative context, CIMES reports about county programmes and operations are submitted directly to the County Assembly and the Senate on a regular basis, through CIDP progress reporting and reviews. The aim is to enhance the transparency and accountability of county government operations with members of the County Assembly and county residents.

145. Counties are expected to submit annual PFM reports by 30th July as per the PFM Act 2012. M&E play an important role in each county's PFM inputs. County M&E progress reports, also contribute to the national M&E report. They should be submitted to MED by 30th August, according to the NIMES requirements. While it is the responsibility of the county to plan and manage internal reporting, taking the electronic approach of e-CIMES means that data gathered at each devolved level can be automatically aggregated from village toward to sub-county to county. Villages will make quarterly reports in a simple and practical form as per the templates annexed to these guidelines.

146. In order to play its role in the national APR reporting timetable, a county may adopt the following schedule:

a) Villages, (through the Village M&E Committee (ViMEC)) give their reports to the Wards M&E Committee (WaMEC) one week before the last day of each quarter;

b) Wards then aggregate their VIMEC results for one week and present their summarized report (through the WaMEC) to the Sub-Counties (and their SCoMEC) by the first day of the next quarter;

c) Sub-counties, through the SCoMEC, submit their reports to County M&E Directorate seven days after the quarter ends, following the quarter to which the report is referring;

d) County M&E Directorates thereafter compile the county M&E report for onward submission to TOC and CoMEC 30 days after the end of the quarter;

e) CoMEC should release the report for sharing and dissemination after review.

5.1.3 Computerisation of Reporting at County Level

147. The increasing computerisation of public office functions is providing county management teams with new opportunities to computerise the collection and analysis of M&E information for the projects and programmes included in the CIDPs. Most of the existing M&E information is compiled

manually. Therefore, the urgent need to explore the possibilities of computerising the existing manual systems to take advantage of the potential uses of microcomputers for M&E operations within the counties made MED to develop an eCIMES to facilitate computerization of M&E data. Computerisation of the M&E information system, will address issues of cooperative partnership in M&E information activities, systems compatibility and sustainability. An M&E progress report required for the entire CIDP will be based on the Results Matrix of Appendices A8 and A15. Each of these automated progress reports should be accessible to all stakeholders. Continuous improvement of these report formats should be the responsibility of the M&E Directorates, working closely with MED and the CoG.

148. **CIMES has already been computerized into eCIMES and therefore each county should automatically populate a County M&E Report (CoMER) template within e-CIMES.** The County M&E Officer will edit free sections of the COMER e-form to complete the quarterly and APR for the county. Reporting for the sub-county will be completed by the 15th day of the month following the reference month, with reporting by the county of the county APR completed by 31st July. This fits in with the timeline of the National M&E Framework, which requires that counties submit their M&E reports to MED by 30th August for MED to prepare its national APR in good time.

149. **For reasons given in the above paragraph, these M&E Guidelines recommend electronic capture of results into e-CIMES, which could also be linked to the other county PMS tools, such as the Performance Contract (PC) and Performance Appraisal Systems (PAS).** At the county level, CIMES provides a knowledge sharing platform that is linked to CoG and to MED. It is at the discretion of the county to have ViMER and WaMER electronic data entered at Sub-county level because of the limited rights to the system. A village M&E report may be as simple as monitoring the key development priorities and issues of the village. If these templates are filled at Ward level for villages, the respective ward administrator will engage citizens in contributing to and approving the information at Ward level to help to drive forward the priority projects/programmes of each village in the Ward.

5.1.4 Other Reporting at County Level

150. **Progress reporting within the county enables the county management team and stakeholders to track CIDP implementation progress.** The respective departments, the county Intergovernmental Forum, and CoMEC should review these progress reports as a basis for decision making and for agreeing on action plans for development. To facilitate a smooth decision making process, all agendas of relevant county meetings should include a review of indicators and sector progress reports as a standing item, with full reporting documents sent in advance to the participants. Where possible, progress reports should be available in an electronic format, and should combine data and associated narrative commentary and evidence.

151. **In general, progress reports should be designed and structured in a way that minimizes the time required to understand the report and decide on the preventive or corrective measures to be undertaken.** The county should automate the production of reports in a way that once data are entered, they can be viewed selectively by those who have access rights and can automatically be populated in all other required formats. Within a year, this approach will deliver significant efficiency savings for the county.

152. **It is recommended that all progress reports, including interim reports, are made available to all government departments including constitutional Commissions and Independent offices to build trust and receive feedback from them early in the budget cycle.** In every county,

it is the county M&E directorate's responsibility, working closely with existing CIMES structures to produce reports. As emphasized in chapter 3 of these Guidelines, the M&E reports should be prepared in consultation with the key producers and users of the reported information. Data comes from aggregated data in the form of Appendix A12 (or similar formats) produced by the respective Directors of departments in the devolved functions, or persons of equivalent rank managing devolved funds and other related agencies.

5.1.5 Integrating National and County Government Progress Reporting Arrangements

153. Sharing the M&E information between county and national governments has the following overarching objectives:

i) Promote accountability for the achievement of Kenya's overall economic development objectives, through the assessment of results, effectiveness processes and performance of the development activities of both levels of government. Each county's development result needs to be monitored and evaluated for its contribution to the whole country's development. The contribution of each county to the overall country's development will be visible only if each county submit their CIMES results/ reports to NIMES. Through this process, MED is able to compile and produce aggregated report for the performance of counties and national government;

ii) Promote learning, feedback and knowledge-sharing among counties and between county governments and national government, as a basis for decision-making on policies, strategies, programme management and projects, and ultimately to improve performance;

iii) Strengthen monitoring and coordination of national government projects that cut across multiple counties. Monitoring and evaluation of such projects will require close cooperation and coordination of M&E reports from several counties. These M&E reports will be gathered together and aggregated by MED. Thus the implementation of such projects reinforces the need for sharing M&E objectives and targets, so that county M&E plans are synchronized with the national government plan for the project, and also to ensure that methods for collecting, analyzing and reporting data in the participating counties are compatible.

154. Sector progress reports, (e.g. the Health Management Information System (HMIS) and National Education Management Information System (NEMIS)), from the staff performing national government functions within the counties, are routinely made to the headquarters of the respective national ministries and agencies, or into their information systems. It is recommended that all such flows of data on M&E indicators be standardised and made available to MED and the respective county M&E Directorates, based on the principle of data sharing as well as to reduce the data collection burden among government organs. The Guidelines proposes that county indicator values should be captured into a single database.

155. Data capture and analysis should be done online, and be a shared service so that the data of all counties can be benchmarked, compared and accessed subject to security rights by consumers of that data. This means that all data is stored in a compatible format and is accessible as per the Constitution of Kenya provisions, hence providing benefits of comparison and economies of scale. Each national data user, including Independent Commissions and Independent offices, should be able to access the subset of information relating to their role and function. As stated in the Selection Criteria of Appendix A9, this should be a requirement of any ICT support platform for County M&E.

5.2 Dissemination

156. There are several important reasons for using and disseminating county M&E results. The Constitution of Kenya requires that most M&E Reports must be available to the public, and should be shared with county citizens and other stakeholders. Other reasons for disseminating M&E results include: (i) to improve programme/project interventions; (ii) to strengthen projects/programmes institutionally; (iii) to advocate for additional resources; (iv) to create citizen awareness and ownership, and promote "people-friendly" policies; (v) to ensure that county development activities are captured in NIMES and CIMES; and (vi) to contribute to the county and national understanding of what works. This section explains these reasons.

5.2.1 Justification for Disseminating Progress Reports

157. Dissemination goals must be clearly understood, and returns on investment assessed and assured, before spending money on expensive mode such as advertising to spread information. Dissemination should strengthen democracy and promote good governance and accountability in the county:

- Building the trust of citizens in the government, by demonstrating that the voice of the stakeholder has been heard and the electoral promises of the Governor have been met in reality;
- Engaging stakeholders, in informed dialogue on county performance and providing evidence of what the county can and does provide for them;
- Strengthening participation in county planning, budgeting and development, as measured by the assessments of Appendices A5 and A6.

158. M&E results can help stakeholders and the community understands what the government projects/ programme are doing; how well they are meeting their respective objectives and goals; and whether there are ways that progress can be improved. Sharing results can help ensure social, financial and political support and help the county management to establish or strengthen the network of individuals and organisations with similar goals of working with county citizens. By publicising positive results, one gives public recognition to stakeholders and volunteers who have worked hard to make the programme a success.

159. Disseminating M&E results can raise awareness of government projects/programmes among the general public and help build positive perceptions about the counties programmes. M&E results often shape development partners' decisions about resources in terms of what and how much to allocate to county programmes. Results can also be used to lobby for policy or legislative changes that relate to county governments by pointing out unmet needs or barriers to programme success.

160. In the results-based development approach adopted by the Kenya government, dissemination should be evidence-based and representative and not selective or misleading. For this reason, disseminated information should be linked to the complete evidence from which the claimed success or failure is drawn.

5.2.2 Demand for Greater Accountability through M&E

161. With increased allocation of public resources to county governments, public expenditure in the counties is expected to grow rapidly in absolute terms, along with the size of the economy in each county. The need for ensuring effectiveness of these growing county expenditures is already beginning to be felt, by stakeholders.

162. The Constitution of Kenya has mandated the county assemblies to ensure prudent use of public resources hence their growing interest in monitoring and evaluation of CIDP programmes/

projects, as well as in performance management. Thus, CoMEC reports need to be regularly submitted to each county assembly for debate and adoption. It is recommended that each county assembly creates a calendar that will allow county assembly representatives to review CoMEC reports.

5.2.3 What to Disseminate and to Which Recipients

163. The county M&E reports (CoMER) (APR, PER, PETS etc) of CIDP, are considered to be part of the public domainand as such should be disseminated through the Citizen Participation Fora and representatives of other groups mentioned in Figure 6. These reports should also be posted on every county's website.

5.2.4 Share both Successes and Challenges

164. While every programme manager wants to highlight positive findings, sharing results about what did not work is also important. Stakeholders need to understand what works and what does not work, to guide support for the most effective development strategies. In addition, most development partners and senior government officials appreciate programme managers who are willing to critically review their work; admitting what has not worked well will improve the credibility of county CIDP implementation teams; and assist the county to solicit funds for changes in CIDP implementation strategy.

5.2.5 Dissemination Platforms

165. Many possible platforms exist for presenting M&E results. An all-day retreat with programme staff may be sufficient for some audiences since one approach may suffice. In other cases, results may be disseminated via numerous platforms to ensure that the county key messages reach varied targeted audience.

166. The most commonly used formats or channels for disseminating M&E results are written reports, oral presentations, press releases, fact sheets and computer-based presentations:

(a) A written report combined with visual aids is an effective means of disseminating M&E results. Written reports are the most frequent dissemination mechanisms used to provide updates on progress of development programmes; document M&E procedures, findings and recommendations; maintain and publicise important programme information and experiences. Visual aids such as maps, tables, charts, graphs, and photographs can be used effectively to summarise information and add"life" to a written report.

(b) Oral presentation provides a direct, concise overview of the M&E findings and allows for discussion. The M&E staff may give presentations at national meetings, in one-on-one meetings with the management teams, development partners, or to county citizen fora.

(c) Press releases can generate media coverage of findings. As more people gain access to newspapers, radio, television and the Internet, media coverage of M&E findings is gaining importance Many programmes find that the most effective way to reach policymakers is to encourage media coverage of their M&E results.

(d) Fact sheets convey findings in a short, concise format. They are especially effective for advocacy, conveying information to policymakers and those who do not have the time to read longer reports.

167. Other channels for disseminating M&E Reports and information include:

- Social and new media platforms
- Performance Dashboards
- Open Data Portals
- Adhoc analyses (comparison and benchmarking)
- e-mail, text messages and mobile notification messages
- County websites

168. Further communication and dissemination tools are described in the National M&E Framework under section 6.2. Each county is encouraged to use communication and dissemination tools that may work best for its products.

5.2.6 Maximizing Utilization of M&E evidence

169. This section addresses the critical process of maximising the likelihood that decision-makers will actually use the information provided in the M&E reports. The reports should be easy to access and to use in assessing progress; well summarised against outputs and outcome targets outlined in CIDP.

170. Ownership of the M&E Process: Experience suggests that the likelihood of results being used is often directly proportionate to the sense of ownership that decision-makers feel in regard to the process. If decision-makers have a strong sense of ownership, they are more likely to incorporate the results into ongoing or future activities. Decision-makers presented with final reports into which they have had little input, are less likely to accept the results, particularly if the results are not consistent with their own preconceptions or assumptions.

171. Effective Presentation of Findings and Recommendations: The likelihood of results being used increases if findings are presented effectively. This means that findings and recommendations are clear to the policymakers and are implementable.

172. Timeliness: Results must be available at the time when decisions are being made. External events may dictate the timelines of evaluations (e.g., legislative debates, project review deadlines, budgetary decisions); an M&E team should be knowledgeable about the timing of such decision-making cycles. Often valuable M&E results have been unusable, at least in the short run, because they arrived too late. For monitoring systems, timeliness is defined by internal needs, where the programme manager has more discretion over when results will be used. Periodic compilation of data should be set when creating a monitoring system and followed throughout the course of a project.

173. Feasibility potential: The usability of results and recommendations also depends on the extent to which they can be put into practice. Efforts to tailor the report, at least in part, to the range of policy choices open to the decision-makers, and concrete and realistic suggestions to address project-specific problems, increases its usefulness. If the recommendations suggest concrete and realistic steps to address project specific problems, its findings are more likely to be implemented rather than disregarded.

5.3 Public Participation: Political Value and Legal Responsibility

174. Public participation is a legal responsibility and is required before a county government begins spending on implementation of the CIDP. This legal responsibility is detailed in the Public Participation Bill 2018 and Public Participation Guidelines developed by The Ministry of Devolution and Planning and the CoG. In the spirit of the Constitution, citizen participation is about engaging, understanding and meeting the needs of people in the county by mobilising all the insight, energy and commitment of individuals and groups. Participation allows the county to understand what is needed and to gain commitment to a way forward. Participation includes dissemination and gathering feedback as part of a holistic development process. The County Executive can mobilise more innovation, opportunity, commitment and resources through community participation in development planning. Participation in development, monitoring, review and evaluation of the CIDP strengthens county citizen awareness and ownership of the CIDP programmes/ projects that are being implemented by the county government. It also provides a check formula to ensure value for money, accountable

spending and good governance. Participation can be used to:

- Capture the ideas, attitude, voice and commitment of stakeholders;
- Ensure and provide evidence that the county executive has met the legal duty of participatory development;
- Strengthen accountability and good governance.

175. **Participatory Public Expenditure Management has recently emerged as an important means for involving citizens and civil society organisations in public expenditure management.** Participatory Public Expenditure Management has already been adopted at the national government level in an effort to ensure greater transparency, better targeting and tracking of resources, and increased overall responsiveness. MED annually produces Public Expenditure Reviews (PERs), which are discussed widely by all stakeholders and made available via the responsible department for economic planning website. This has increasingly contributed not only to greater development effectiveness, but also increased accountability for the use of public resources at the national level.

176. **To ensure greater accountability and support from county residents and civil society, county governments should invest in measures to increase the participation of various stakeholder groups in public expenditure management.** The county PERs prepared by each county, should also be discussed with these stakeholders, and the county management team should ensure that the recommendations emanating from these consultations are considered in the budget preparation and execution process. Each county PER should also be made publicly available by being placed on the county government's website.

177. **Appendices A5 and A6 provide a framework for monitoring participation,** enabling the county executive to demonstrate and provide evidence of a systematic and measurable approach to participation.

CHAPTER SIX

OPERATIONALISING CIMES

6.0 Introduction

178. Operationalising CIMES is based on the structure of the county (Appendix A13) that delivers reports as set out in Appendix A14. Committees (Table 6) and Responsibilities of Major Players (Table 7) have a responsibility to deliver reports according to the reporting calendar as also defined by the reporting obligations of the county, as set out in Appendix A16. Producers, approvers and recipients of reports are also detailed in Appendix A14.

179. It is important that the county leadership – both the County Executive, county commissioners and the County Assembly– are active drivers and users of the CIMES. Refer to the Readiness Checklist of Appendix A2 for criteria that must be met for initiating county M&E for results.

180. To ensure the required emphasis, M&E receives full attention from all county staff involved in its implementation and reporting, M&E targets and indicators should be linked directly to the performance management of the county, including Performance Contracts Performance Appraisal System.

181. As recognised in the principles of Chapter 3, M&E must be incorporated as part of the larger CIDP planning, performance management and implementation cycle. The County PMS Handbook addresses the detailed responsibilities in the county PMS implementation programme, which ensures that M&E is linked to PMS in every county. Respectively senior government officers should chair quarterly performance reviews by departments. The schedule of meetings and related agendas, roles and responsibilities are detailed in the County PMS Handbook.

182. County PMS processes incorporate evidence-based M&E, following the ten steps presented in Chapter 3. Further, the M&E of individual projects within the CIDP Results Matrix is performed by project managers and approved by the respective Director of the Department in which each project is located. Results are then forwarded to the M&E Directorate. The Directorate thereafter compiles a county M&E report that is passed to the CoMEC for approval and onward submission to the relevant committees and other stakeholders as outlined in the institutional arrangement. Directors are required to work with the M&E Directorate to ensure that the county M&E function is given adequate attention within the county performance management process.

183. To get started with county M&E, use the 10 steps of Chapter 3 in the given sequence. To operationalise the regular process of county M&E and performance management, use the detailed recommendations and processes of the County PMS Handbook.

184. To assist all counties to monitor and evaluate the implementation of their CIDPs, MED has been developing these Guidelines, and will work with the CoG and the Kenya School of Government to provide other required materials, including:

- Detailed instructions to accompany each of the forms in Appendices from A1-A16 as required;
- A roll-out model for capacity building and on-going support of counties;

- These Guidelines and detailed hands-one-learning for the ten steps in Chapter 3;
  - A county PMS handbook to operationalise the required process and meetings and to provide a process for engagement of the Governor's Office, the County Secretary and Directors of County Departments;
  - A county PMS system to work seamlessly with CIMES.

185. **This combined toolkit addresses political will and success factors,** and provides further detail on the meetings calendar, agendas and staffing.

186. **In operationalising CIMES,** expenses for the following items should be budgeted as outlined in the draft Kenya National M&E Policy:

- Capacity building of technical officers;
- Logistics budget;
- Sensitization of the County Assembly, and the County Executive;
- Commissioning and training for the CIMES system computerisation (e-CIMES), to manage data entry, aggregation and reporting consistent with the criteria identified in Appendix A9 and A15.

187. **The cost, time, effort and risk** of CIMES implementation is to be minimised by the above resources as a defined toolkit that has been tested and will be refined and improved, based on the experience of successive county implementations.

188. **The evidence that the county is performing the M&E as required,** comes at a time when the county is driving CIDP implementation through M&E as part of county performance management.

189. **To enable all 47 counties to implement their CIDPs,** funds must be set aside at the national level – for training and for the development of a nationally available PMS and M&E toolkit and at county level for capacity building, procurement of e-CIMES software and for maintaining and operating the system.

190. **An appropriate budget should be allocated for the Performance Management of the CIDP, including for County M&E and other project M&E.** A well planned and well implemented County PMS and M&E will deliver high returns to the county. The contributors to efficiency gains are derived from the impact achieved improvements, efficiency savings and effectiveness.

191. **The benefits and financial returns of effective, results-based performance management and M&E significantly outweigh the costs,** and can be estimated based on savings in administrative time savings and also in terms of improved effectiveness.

6.1 M&E Core Indicators

192. **MTP indicators and county indicators may come from numerous sources.** Detailed monthly indicators come from operational and management systems such as IFMIS and HMIS. Indicators are collected by surveys or from census data, and hence provide historical reality. CRA, CoB, and AOG each use indicators to inform their work, and KNBS have developed a template of indicators for county governments. Where possible, it is important to ensure that the core indicators in CIMES are aligned to the revised MTP indicators. Core indicators that are regularly collected and made available for official use are presented in Appendix A1. Each county is encouraged to develop own indicator handbook for reporting at the county level. These indicators should provide a detailed assessment of development initiatives undertaken by various actors and achievement of development results.

193. **The CIDP Guidelines and the County Government Act (2012) outline priority indicators that must be collected as follows:**

"Each CIDP should provide clear input, output and outcome performance indicators, including the percentage of households with access to basic services contemplated under Article 43 of the Bill of Rights of the Constitution; the percentage of a county's capital budget actually spent on capital projects identified for a particular financial year in terms of the county's ADP; the number of jobs created through any local economic development initiatives, including capital projects; and financial viability of the integrated development plan in accordance with nationally applicable ratios."

194. **MED will work closely with CoG to ensure inter-county coordination during the development of CIMES for each county government.** In addition, MED will provide assistance to capacity building needed at county level. It will also maintain research and M&E services that cater for the needs of both county and national governments.

6.2 Resources for Monitoring and Evaluation

195. **Allocation of inadequate resources to the county M&E activities will lead to poor quality monitoring and evaluation.** To ensure effective monitoring and evaluation, it is critical to set aside adequate financial and human resources for M&E at the projects/programmes planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs.

196. **Financial resources for monitoring and evaluation should be estimated realistically at the planning stage as outlined in the draft Kenya National M&E Policy.** The M&E Framework document recommends that the management team responsible for project/programme preparation and implementation should provide for financial resources for M&E in their budgets. It is essential that each county and its development partners consider the resources needed for monitoring and evaluation and agree on a practical arrangement to finance the associated activities. Such arrangements should be documented during the preparation of each CIDP project and programme to enable a county and its development partners to transfer the necessary funds in accordance with their procedures, which could take considerable time and effort. Counties should ensure that at least one per cent of the development budget is allocated for M&E functions.

197. **Although the resourcing of the county M&E function may be flexible, the responsible officer for Economic Planning should monitor this, and ensure that each county establishes the required M&E infrastructure.** For individual county government departments and agencies, the heads of these institutions are required to provide adequate resources for building M&E capacity appropriate to their organisations, together with the mechanisms needed for follow-through on delivery of credible M&E reports.

198. **While it is critical to plan for monitoring and evaluation together, resources for each function should be catered for separately.** Each project should have two separate budget lines for its monitoring and evaluation activities agreed in advance with partners. This will help the county and its partners to be more realistic in budgeting. It will also reduce the risk of running out of resources for evaluation, which often takes place at mid-term or towards the end of project/programme implementation.

199. **The M&E Directorate staff should assist project managers and their county directors to identify M&E costs associated with projects and programmes.** These costs could then be charged directly to the respective project/programme budgets with prior agreement among the relevant

county departments and partners, through inclusion in the project budget or Annual Work Plan (AWP) signed by various Directors of Departments.

200. Human resources are critical for effective monitoring and evaluation, even after securing adequate financial resources. Monitoring and evaluation requires competent professionals in the public service. The National M&E Framework describes competencies needed for M&E staff, and steps that are being taken by the government to develop curricula and advanced training in M&E for use by local universities and other training institutions. In essence a core M&E curriculum at university level will be defined in collaboration with the institutions, to serve as a basis for universities' development of suitable M&E programmes. In-service training courses will also be made available, tailored for different stakeholders and target groups, covering both awareness raising and in-house training programmes for managers and for M&E and other programme staff. The Kenya School of Government and a selected number of universities have already developed tailored M&E courses to enhance M&E skills in the country.

201. For high-quality monitoring and evaluation, there should be:

- Dedicated staff time — Specific staff members should be assigned to the M&E function. The practices of deployment of personnel for monitoring may vary among counties. County governments could establish monitoring and evaluation directorates with specific terms of reference, skilled staff, work plans and other resources.
- Skilled personnel—Staff entrusted with monitoring should have the required technical expertise in the area. Where necessary, skill levels should be augmented to meet the needs, taking into consideration the ongoing county investment portfolio.

202. These additional M&E responsibilities outlined in these guidelines should be reassigned among existing county staff, especially planning officers or economists working in the department responsible for county economic planning and development. However, in order to ensure that the county staff members reassigned to M&E activities fully meet the county's M&E needs and, ultimately, increase the quality of M&E programming at county level, the skills of the selected staff will be augmented through in-house M&E training and other courses to be offered by MED and other suitable M&E training institutions.

APPENDICES

A1: Core County Result Indicators

Sector	No	Indicator	Unit	Responsible MDA*	Frequency
1. Agriculture	1	Cost per kg of fertilizer	KSh	Ministry of Agriculture, Livestock, Fisheries and Irrigation	Annually
	2	Number of livestock (% change) showing break down by kind	No. (%)	Ministry of Agriculture, Livestock, Fisheries and Irrigation	Annually
	3	Crop production (key crops, in Tonnes)	Tonnes	Ministry of Agriculture, Livestock, Fisheries and Irrigation	Annually
	4	Rural Market Prices of main crops by type of crop	KSh	Ministry of Agriculture, Livestock, Fisheries and Irrigation KNBS	Monthly
2. Education	5	% of female students enrolled	%	Ministry of Education	Annually
	6	Population with secondary education	%	Ministry of Education	Annually
	7	Adult literacy (can read and write)	%	KNBS	Annually
	8	Primary Net Enrolment Rate	%	Ministry of Education	Annually
	9	Primary to secondary transition rate	%	Ministry of Education	Annually
	10	Pupil to Teacher ratio	Ratio	Ministry of Education	Annually
	11	Textbook to Pupil ratio	Ratio	Ministry of Education	Annually
	12	Average KCPE Score in Mathematics	Mean	Kenya National Examination Council	Annually
	13	Average KCPE Score in English	Mean	Kenya National Examination Council	Annually
3. Energy	14	Electricity (% households 2009)	%	KNBS	Annually
4. Gender	15	Women in County Assemblies	%	Ministry of Devolution and the ASALS	Annually
	16	Proportion of women recruited in the public sector	%	Ministry of Public Service, Youth and Gender	Annually
5. General information	17	Population size	No.	KNBS	Annually
	18	Annual population growth rate (1999-2019) %	%	KNBS	Annually
	19	Surface area (km^2)	No.	KNBS	Annually
	20	Density (people per km^2)	No.	KNBS	Annually
	21	Poverty rate, based on KIHBS (%)	%	KNBS	Annually
	22	Share of urban population (%)	%	KNBS	Annually
	23	Labour force participation rate	%	KNBS	Annually

Sector	No	Indicator	Unit	Responsible MDA*	Frequency
6. Health	24	Proportion of fully- immunized population of children under one year	%	Ministry of Health	Annually
	25	Malaria (as % of all 1st outpatient visits)	%	Ministry of Health	Annually
	26	Proportion of babies delivered in health centers	%	Ministry of Health	Annually
	27	Adequate height for age (stunting)	%	Ministry of Health/ KNBS	Annually
	28	Maternal mortality rate	%	Ministry of Health	Annually
	29	% of mothers who received complete 4 courses of ANC services	%	Ministry of Health	Annually
	30	% of births assisted by qualified health staff	%	Ministry of Health	Annually
	31	Under 5 mortality rate	%	Ministry of Health	Annually
	32	Nurses (per 100,000 people)	No.	Ministry of Health	Annually
	33	Doctors (per 100,000 people)	No.	Ministry of Health	Annually
	34	Preventive services budget	KSh	Ministry of Health	Annually
	35	Proportion of HIV-infected persons among the county's total population by sex	KAIS	KNBS	Annually
	36	Percent receiving antiretroviral treatment (ARV) among those eligible for ARV treatment by sex	%	KNBS	Annually
	37	Curative services budget	KSh	Ministry of Health	Annually
7. ICT	38	Households with access to radios	%	KNBS	Periodical
	39	Households with access to TVs	%	KNBS	Annually
	40	Population with mobile phones	%	KNBS	Annually
	41	Population using the internet	%	KNBS	Annually
8. Security	42	Police to Population	Ratio	National Police Service	Annually
	43	Reported violent crime (no. Per 100,000)	No.	National Police Service	Annually
9. Social Security	44	Eligible households with vulnerable persons receiving government cash transfers	No.	National Social Protection Secretariat	Annually
10. Tourism	45	No. of visitors arrivals and departures	No.	Kenya Tourist Board KNBS	Annually
	46	Tourism earnings	KSh	Kenya Tourist Board KNBS	Annually

Sector	No	Indicator	Unit	Responsible MDA*	Frequency
11. Transport	47	Classified roads maintained and/or rehabilitated	%	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	Annually
	48	Share of tarmac roads in good/ fair condition	%	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	Annually
	49	Share of gravel roads in good/ fair condition	%	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	Annually
	50	Paved roads (as % of total roads 2012)	%	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	Annually
12. Water and Sanitation	50	Access to improved water (% households 2009)	%	KNBS	Annually
	51	Improved sanitation (% households 2009)	%	KNBS	Annually
	52	Urban households with access to piped water	%	Ministry of Environment and Forestry	Annually
	53	Rural households with access to safe drinking water	%	Ministry of Environment and Forestry	Annually
	54	Urban households with individual or shared access to toilet facilities	%	Ministry of Environment and Forestry	Annually
	55	Rural households with individual or shared access to toilet facilities	%	Ministry of Environment and Forestry	Annually

Core County Indicators for Monitoring the Implementation of the County Budget and Value-for-Money

Indicator	Measurement	Frequency
A. Credibility of the budget		
1. County Budget (in '000 KSh)	KSh	Quarterly
2. Aggregate expenditure out-turn compared to the most current budget	Percentage	Quarterly
3. Share of approved unconditional transfers remitted to the County Allocation of Revenue Act)	Percentage	Quarterly
4. Aggregated revenues out-turn in % of the original approved budget	Percentage	Quarterly
5. Ratio of own revenues to total spending	Percentage	Quarterly
6. Development expenditures as percentage of total aggregated expenditure	Percentage	Quarterly
7. Wage bill as % of recurrent expenditures	Percentage	Quarterly
8. % change in wage bill (of aggregated to total expenditures) compared to last year	Percentage	Annual
9. Share of county expenditures recorded in IFMIS	Percentage	Quarterly
10. Approved (most recent) budget by sector	KSh	Quarterly
11. Total county expenditure by vote (sector/department)	KSh	Quarterly
12. Expenditures by project	KSh	Quarterly
13. Submission of quarterly (budget#) reports on time (within two weeks after the end of each quarter)	Yes/No	Quarterly
14. County Fiscal Strategy Paper approved	Yes/No	Annually
B. Comprehensiveness and Transparency		
15. Public participation in the annual budget process	No.	Annually
16. Public consultative meetings held	No.	Annually
17. Percentage of county citizens that are aware of public planning, budget, and results consultations	Percentage	Annually
18. Share of awarded procurement contracts with decision criteria publicized	Percentage	Annually
19. County budgets published online	Percentage	Annually
C. Budget Cycle		
20. Total value of audit qualifications (in '000 KSh)	Measured in KSh, out of total expenditures	Annually
21. Audit qualifications in % of total expenditures	Percentages of total expendi-tures	Annually
22. Settled audit qualifications in % of value of audit qualifications	Out of total qualified	Annually
23. Compliance with cashbook standards (are counties using IFMIS for budget management, not just accounting)	AOG to clarify measurement	Annually

Indicator	Measurement	Frequency
D. Value for money		
24. Average price paid for a bag of cement (50kgs)	KSh, AOG sample	Annually
25. Average price paid for a biro pen (normal)	KSh, AOG sample	Annually
26. Average price paid for a bottle of water (500ml)	KSh, AOG sample	Annually
27. Average price paid for photocopy paper (A4 80gsm one ream)	KSh, AOG sample	Annually
28. Average price paid for a desktop computer	KSh, AOG sample	Annually

A2: Readiness Checklist

The checklist below indicates what actions need to be completed by the county in each quarter of the financial year. The bold items relate directly to these guidelines.		✔/X
1.	The Expenditure Review is completed in Q1	
2.	CIPD Annual Update is made in Q2 through participatory dialogue and prioritization	
3.	Annual Budget Revised Outlook Paper is produced from the CIDP update in Q3	
4.	From this & the CIDP Annual Update, the Annual County Fiscal Strategy Paper is produced, in Q3	
5.	Annual County Fiscal Strategy Paper includes revenue modelling and budget by sector, in Q3	
6.	In Q3 the Returns to the CoB of the Budget Outlook Paper must be made	
7.	Budget by sector used by Chief Officers to define service and project plans in Q4	
8.	Annual Development Plan is produced combining sectorial plans in Q4	
9.	Performance Contracts of County Secretary & Chief Officers from ADP in Q4	
10.	From the ADP, the Annual Budget Estimate is produced in Q4	
11.	The Assembly (MCAs) must be sensitized and approve the Budget based on Annual Budget Estimate in Q4	
12.	ADP approval by Assembly required before implementation in Q4	
13.	Performance Contracts of County Secretary and Chief Officers signed by July 1st	
14.	Implementation and Spending on ADP can begin on July 1st.	
15.	Annual Accounts Statements must be published/ returned by 30th September	
16.	Throughout the year, a report of sufficient quality must be made to CoB by 10th of the month following expenditure to ensure receipt from CoB of funds by 15th of the month	

A3: CIDP Checklist

Use this checklist to test CIDP process and document quality. A quality CIDP is more likely to be successfully implemented. Refer to CIDP guidelines Ch. 5-7, Sec 108 of CGA2012.

	QUALITY CRITERION	YES	NO
1.	Does CIDP reflect all plans/projects to be implemented in coming year by the county government and in partnership with national government and non state actors?	○	○
2.	Are the CIDP Implementation Matrix (Chap 5) and resource mobilization (Chap 6) complete?	○	○
3.	Were Priority Programmes and Projects developed as per Chap 7 of CIDP guidelines?	○	○
4.	Has the CIDP been updated in preparation for the next Annual Development Plan?	○	○
5.	Has there been full consultation to identify & prioritise needs based on value for money?	○	○
6.	Have alternative scenarios for development been identified with diverse and expert input?	○	○
7.	Were women and girls consulted and their priorities identified and included in CIDP?	○	○
8.	Were youth consulted and their priorities identified and included?	○	○
9.	Were private sectors consulted and their priorities identified and included?	○	○
10.	Were the development priority programmes and projects for the county (Chapter 7) identified:		
	(a) Through an inclusive participatory process?	○	○
	(b) On the basis of a thorough County Development Analysis (Chapter2)	○	○
	(c) Informed by the County Spatial Framework (Chapter 3)	○	○
	(d) Including linkage with other Plans (Chapter 4)	○	○
11.	Has a comprehensive implementation matrix been developed (Chapter 5)?	○	○
12.	Is the implementation matrix supported by expected resource mobilisation projections (Chapter 6)?	○	○
13.	Are the development priority programmes and projects described insufficient detail, with respect to:		
	(a) Complete Logical Framework with Hierarchy of Objectives? (Use Project Sheet A10)	○	○
	(b) Corresponding indicators at all four levels?	○	○
	(c) Quantitative targets including deadlines and phased timing?	○	○
	(d) Budget and personnel resources required?	○	○
14.	Has the performance contracts of Chief of Staff, Chief Officers and Efficiency Officers included targets deliver on the CIDP and Annual Development Plans?	○	○

A4: Annual Development Plan Checklist

The Annual Development Plan is the work plan for the current year of the CIDP. The CIDP is implemented one Annual Development Plan at a time.

	Quality Criterion	YES	NO
1.	Does the ADP turn the Governor's Vision into an actionable plan in the year?	O	O
2.	Does the Annual Development Plan reflect the objectives of the CIDP for the year?	O	O
3.	Has there been full consultation to identify & prioritize needs based on impact for money?	O	O
4.	Were women and girls consulted and their priorities systematically identified and included?	O	O
5.	Were youth consulted and their priorities systematically identified and included?	O	O
6.	Were private sector consulted and their priorities systematically identified and included?	O	O
7.	A comprehensive implementation matrix has been developed. (Chapter 5)	O	O
8.	This is supported by expected resource mobilization projections. (Chapter 6)?	O	O
9.	Are the development priority programmes and projects described in sufficient detail, with		
	(a) Complete Logical Framework with Hierarchy of Objectives? (b) Corresponding indicators at all four levels? (c) Quantitative targets including deadlines and phased timing? (d) Budget and personnel resources required?	O	O
10.	Have quick wins been identified based on what can be done for low cost with high impact?	O	O
11.	Are quick wins included in the PCs of Chief of Staff, Chief Officers & Efficiency Officers?	O	O
12.	Has the performance contracts of Chief of Staff, Chief Officers and Efficiency Officers included targets deliver on the CIDP and Annual Development Plans?	O	O

If CIDP or Annual Development Plan indicators and targets by sector are found to be incomplete for M&E purposes, the CIDP or Annual Development Plan can be improved or supplemented with additional indicators.

A5: Engagement Checklist

Has the county developed a stakeholder "map" identifying stakeholder groups to consult throughout the CIDP process?

Stakeholder group for quarterly engagement monitoring	% population in category	Representative body	% of population represented by representative bodies
Business			
Youth			
Women			
Civil Society			
Religious and Faith Leaders			
Minorities			
People with disabilities			

Percentage of budget allocated to projects delivering top 3 priorities of stakeholder group:

Stakeholder group	Priority 1	Priority 2	Priority 3	% of budget
Business				
Youth				
Women				
Civil Society				
Rel. Leaders				
Minorities				
People with disabilities				

Does the county have a working process for engagement and participation of stakeholder groups?

Stakeholder group	Please describe:
Business	
Youth	
Women	
Civil Society	
Religious Leaders	
Minorities	
People with disabilities	

A6: Stakeholder Participation Assessment

Use this rating sheet to assess the degree of participation and engagement of key stakeholder groups in development projects and service delivery of the county. Stakeholder groups should be those identified in A5. The CIDP, Annual Development Plan and Sector Plans should all be informed by Stakeholder Participation.

Achievement	Description	Stakeholder 1	Stakeholder 2	Stakeholder 3
Contact				
Representative				
Agenda				
Round table				
Included				
Resourced				
Output				
Outcome				
Impact				

This maturity model is indicative of CIMES checklists.

A7: Maturity Model for Reporting Status of ADP Projects

Achievement	Description
Proposed	○
Stalled	○
Unassigned	○
Assigned	○
Resources	○
Plan	○
Off Track	○
On Track	○
Output	○
Outcome	○
Impact	○

Relating to tables of Chapter 7 of CIDP Status "Proposed" from Table i of Chapter 7 of CIDP Status"Stalled from Table ii of Chapter 7 of CIDP

"Unassigned" – "Impact" Relate to Status "Running" from Table i of Chapter 7 of CIDP

A8: Template for CIDP and ADP Performance Management Results Matrix

Template for capture of CIPD/ADP M&E and Performance Management project results. Projects listed in Chapter 7 of CIDP in Tables i-iv.

This form indicates the information to be collected, but cannot be conveniently used in an A4 document format. In practice, to monitor, manage and evaluate CIPD projects an electronic system e-CIMES is required. In practice, to print this information, an A3 landscape printout is required. This template will be updated from time to time and available from TNT&P (MED) and Council of Governors.

A	B	C	D	E	F	G	H
Ministry/ Sector	Priority A, B, C	Flagship ✔/ X	Project is in ADP? ✔/ X	In CEC Member's PC? ✔/ X Or Name	Project or Service Name Location/ Division/ Constituency	Status (See A7 for ADP Reporting Maturity Model)	SMART Objectives for each project

Example maturity models are provided in e-CIMES for each of:

- County Annual Development Plan Projects (as indicated in A7 above)
- County Performance Contract (PC) objectives (as defined for county and national PC weighted scoring and evaluation)

RRI use: focus on 3 projects (Col F) per department (Col A) defining managers (Cols O and P) and SMART actions (Col M) using A10 SMART Action format.

I	J	K	L	M	N	O
Measures for each Objective	Evidence to be provided for evaluation of each indicator	Annual and Quarterly Target for each objective	Description of Activities	SMART Actions (see second page of Appendix A10 for format	SRO (Senior Resp. Owner)	PDO (Project Delivery Officer)

COUNTY: ..... DATE: .....

EFFICIENCY OFFICER: ..... DEPARTMENT: .....

1) Ensure the commitment of the Governor to performance management and M&E as a tool for driving development results and a tool for holding CEC Members to account and for CEC Members to drive results.
2) Ensure the commitment of the County Secretary to performance management and M&E as a tool for coordinating the work of ministries and a mandated tool for Chief Officers and Directors.
3) Complete form A8 to define three high priority and high impact ADP projects per ministry.

A	B	C	D	E	F	G	H
Ministry/ Sector	Priority A, B, C	Flagship ✔/X	In ADP? ✔/X	In Mins PC? ✔/X Or Name	Project or Service Name Location/Division/ Constituency	Status (See A7 for ADP Reporting Maturity Model)	SMART Objectives for each project

I	J	K	L	M	N	O
Measures for each objective	Evidence to be provided for evaluation of each indicator	Annual and quarterly target for each objective	Description of activities	SMART Actions (see second page of Appendix A10 for format	SRO (Senior Resp. Owner)	PDO (Project Delivery Officer)

A9: Selection Criteria for Performance Management M&E System

A1 Selection Criteria for Performance Management M&E System

	Access, Reporting and Dissemination	✔/X
1.	Proven for use in performance management of Performance Contracts including weighted scoring	○
2.	Proven support for tracking CIDP projects based on Appendix A8 County Results Matrix	○
3.	Proven support for stakeholder engagement and advocacy management based on Appendix A5 and A6	○
4.	Easy personalised, selective data access based on role and county	○
5.	Aggregation of county data from sub-county, ward and individual projects	○
6.	Peer Learning through benchmarking of indicators between counties and access to shared knowledge	○
7.	Selective access to CIDP project subsets: CIDP, ADP, Flagship and Performance Contract projects	○
	Configuration and Administration	
8.	Configurable organisations (county, sub-county, ward, parastatal, CDF, Non-State Actor)	○
9.	Configurable Results Matrix (CIDP, Annual Development Plan)	○
10.	Definable indicators, budgets, targets, variance, traffic lights	○
11.	Definable assessments using maturity models such as in Appendix A7	○
12.	Definable security roles and access (based on county responsibilities)	○
13.	Delegation of administration rights for local administration	○
14.	Master administration rights for cross-cutting administration	○
15.	Indicator definitions can be updated as national or shared indicator definitions are changed and improved	○
16.	The system must support multiple, concurrent read-write, replicas to allow for distributed delivery	○
	Audit, Approval and Evidence	
17.	Approval of indicators and evidence by Chief Officer reflects ultimate responsibility to the Governor	○
18.	Individual accountability for indicator update, release and tracking of who needs to update what	○
19.	Capture of indicator results with audit log of who made what update and when	○
20.	Capture of evidence such as photos, scanned documents, etc. to demonstrate outputs and outcomes	○
21.	Capture of historic results fixed after closing of reporting time window	○

A10: Project Sheet or Project Logical Framework Matrix (LFM)

Fill in this Project Sheet for each projector service for which budget has been allocated. These data sheets are to be added as Annexes to the Annual Development Plan.

County		Geo Coord. S	
Sector		Geo Coord. E	
Project Name		Responsible	
Financial Year		Start - End	
Quarter		Start - End	

M&E Data Sheet in results matrix format

(To be read from bottom up: Inputs ® Outputs ® Outcomes ®Impacts)

A	B	C					D
Hierarchy of objectives	Indicators	Targets					Means of Verification
		Annual	Quarterly				
Impact (optional)	(County level indic.)						
Direct Benefit (as assessed by citizens)							
Indirect Benefit (statistical sector indicators)							
Outcomes							
Utilization of services / infrastructure							
Appreciation of services/ infrastructure (as assessed by citizens)							
Outputs							
Physical structure completed							
Services in place (or advise/ training provided, or campaign done)							
Inputs							
Financial Personnel	Approved budget (in KSh)						
	Percentage (%) of approved budget received from start of FY						
	Funds (KSh) spent in the reporting period: a) Total (KSh) b) Broken down on major funding sources (KSh)						

A	B	C					D
Hierarchy of objectives	Indicators	Targets					Means of verification
		Annual	Quarterly				
Impact (optional)	(County level indic.)						
	Funds (KSh) spent cumulative from the start of the FY: a) Total (KSh) b) Broken down on major funding sources (KSh)						

Priority	Actions	Assigned to:	Due by:	Status
! !	SMART action required	Person responsible for action (Named user of system)	mm/dd/yy	Initial, Accepted, Not Agreed, Off Track, On Track, Revoked, Closed

Project M&E Using Project Sheets

Use the template above to record a project results matrix for a project or Project Service Delivery Unit (PSDU). Start with the 3-5 priority projects or services per department. Record the county (and sub-county), department, project name, financial year as well as location or geo coordinates of the project where applicable. Define the person responsible (PDO) and the planned start and end date. Targets should be set for annual and quarterly achievements. For each target a means of verification should be defined. The project sheet results should be updated at least quarterly by the PDO with the assistance of the Efficiency Officer of their ministry. Key actions to be taken by the PDO or others should be recorded in the SMART Actions table of A10 and the status of these actions should be updated at least quarterly. The report, together with evidence and explanation, should be approved by the SPDM before passing to the M&E Unit for collation with other results for quarterly M&E reports and performance management reporting to CoMEC and the Governor's office as appropriate.

This requires identifying input level indicators (money, resources, activities), output level indicators (describing the expected deliverables), outcome level indicators (utilisation and appreciation of deliverables), and – where practical – impact level indicators, i.e. benefits that are directly attributable to the utilisation of the deliverables. The logical levels are:

1) **Inputs:** Budget Implementation and Activities. Indicators refer to the degree to which the allocated budget for the respective sector has a) been disbursed, and b) been utilised for the planned activities.
   - *Example: % of allocated amounts for the construction of new health centres disbursed and spent to implement the planned health centre.*
2) **Outputs:** Achievement, project completion. This level of indicator describes to what extent the intended goods have been delivered by the respective sector agencies, or the degree to which a project has been completed or the services are ready for service delivery.
   - *Example: New health centre in the county constructed, equipped, staffed, and operational.*
3) **Outcomes:** Utilisation / User satisfaction. This level assesses to what extent the sector services have actually been used, with users adopting, appreciating or expressing satisfaction with the services provided.
   - *Example: Number of assisted deliveries in the health centre.*
4) **Impacts:** Benefit. This level assesses the benefits received by the target population from use of the outputs. Direct benefits are as experienced and assessed by beneficiaries. Indirect benefits are typically measured as statistical changes in highly aggregated development indicators which can still be attributed to the improvements in the services provided, and the utilisation of these services by the people in the county. For this level it may only be practical to get data aggregated at county level, not by individual PSDU or project.
   - *Example: Change in maternal mortality rate in the county.*

A11: M&E Reporting Sheet Aggregated by (Sub-Sector/Project Type)

Fill in this data sheet for each type of project or service (sub-sector), aggregated from the individual reporting sheets. During implementation, weekly or monthly status updates should be recorded.

The impact level indicators should be collected from KNBS annually.

County		Sector	Health
Sub-Sector	Rural Health Centres	Date	
Financial Year	2018/2019	Responsible	

M&E Reporting Sheet in results matrix format

(To be read from bottom up: Inputs ® Outputs ® Outcomes ®Impacts)

Hierarchy of objectives	Indicators	Target	Actual	Deviation	Comment / recommendation for correct. Action
Impact (optional)	(County level indic.)				
Direct benefit (as assessed by citizens)	% of patients who fully recovered as a result of the treatment received				
Indirect benefit (statistical sector indicators)	Mortality rate in the county decreasing				
Outcomes					
Utilisation of services / infrastructure	Number of patients treated per month				
Appreciation of services / Infrastructure (as assessed by citizens)	% of patients who rate the services received as "good" or "very good"				
Outputs					
Physical structure completed	No. of rural health centres established and operational				
Services in place (or advise/training provided, or campaign done)	No. of rural health centres fully equipped and staffed with at least 1 doctor, 3 nurses				
Inputs					
Financial Personnel	Approved Budget (KSh)				
	% of approved budget received				
	Funds (KSh) spent in the reporting period: a) Total (KSh): b) Broken down on major funding sources (KSh):				
	Value of audit qualifications (in '000 KSh)				
Additional Comments					

Priority	Actions	Assigned to:	Due by:	Status
! !	SMART action required	Person Responsible for action (Named user of system)	mm/dd/yyyy	Initial, Accepted, Not Agreed, Not Now, Off Track, On Track, Revoked, Closed

A12: Targets in Project Sheets and Results Matrix

Setting targets

Define realistic objectives and targets in terms of quantity and time for indicators and projects and services listed. Start with the high priority, high impact projects.

The importance of targets

Setting targets and measuring results enables comparisons to be made between actual and planned performance.

Target setting is when the CIDP is defined, and then targets may be revised or added to during the annual update of the CIDP.

Realistic targets have to be defined in terms of quantity and time, (monthly, quarterly, yearly targets and/or deadlines), for all indicators and for all projects and services listed. These targets must be sufficiently ambitious, to convince all stakeholders including decision-makers and the public that this is indeed good value for money.

Stakeholder participation

Targets must be set, based on the developmental needs of communities. Remember that there may be quick-win policy changes, tasks or projects with a low cost and high impact for stakeholders. Use the consultation process to identify quick-win projects and ensure they are built into the sector plans and objectives of Chief Officers and their Efficiency Officers. Use Appendix A5 to ensure that participation covers all stakeholder groups adequately. Use Appendix A6 to ensure that participation is on-going process built-into county governance. Political leaders must provide clear direction as to the importance of the target and how it will address the public need, while county government employees must advise as to what a realistic and achievable target is, given the available resources, capacity and challenges.

Managers, after consulting operational staff, must advise on seasonal changes and other externalities to be considered in the process of target setting. By finalising the Annual Development Plan, the county makes a commitment to achieve these targets within agreed time-frames and to notify all stakeholders of the targets and time-frames. Since this commitment is cascaded down to the individual level through performance agreements, directorate performance plans and individual performance plans, it is critical that all staff be involved in the target setting process.

Guidance for Target Setting

To set meaningful targets in the Annual Development Plan and county sector plans, refer to:

(a) Vision 2030, the county vision, and values, mission, and long-term development strategy.

(b) National MTP III, the Big Four initiatives and county policies, priorities and legislation, in particular comparing current service standards with what is generally regarded as acceptable and expected standards.

(c) Inputs from stakeholders, including citizens, and for quick-wins.

(d) Information contained in the current CIDP (2018-2022).

(e) Previous performance and current baseline performance information.

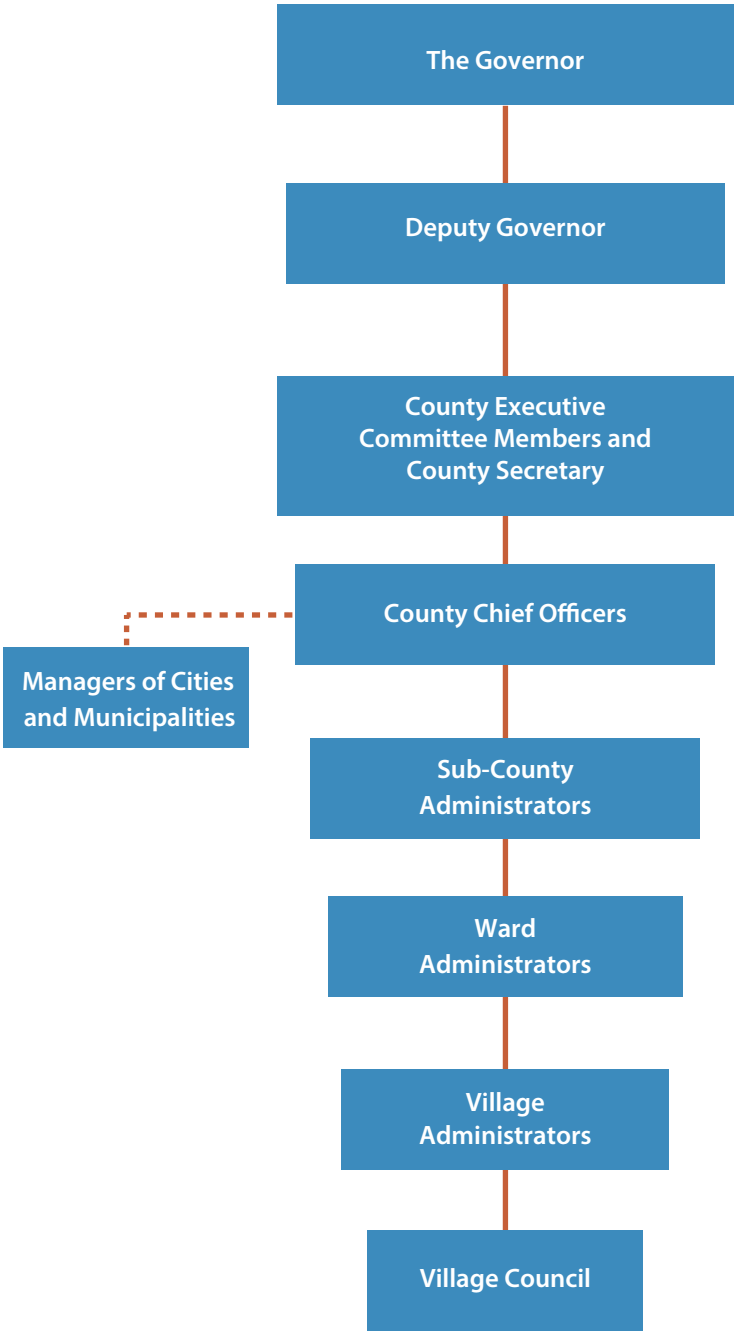
(f) Envisaged performance to be achieved in the financial year 2018/2019 and subsequent financial years on the basis of the expected resource envelope (resources available over time).

(g) What is working in this county and in other counties?

(h) Lessons learnt, as well as challenges, resource constraints and success stories.

On the basis of annual institutional performance targets, quarterly targets may also be agreed upon for all indicators where this is possible and feasible. This should be done in consultation with the relevant stakeholders, e.g. political leaders, sector management teams and staff. The resulting quarterly targets become agreed upon performance, alerting CEC members, management and staff about what is expected and to what extent they will be held accountable for performance (Include quarterly targets in the Results Matrix Template for CIDP Performance Management of Appendix A8). The Results Matrix and quarterly targets are the basis for the Performance Contract of the CEC members for each sector.

A13: County Governments Administrative Structure



A14: Key Reports to be Prepared at County Level

Approver	Report	Frequency	Prepared by:	Approved by:	Recipient & dissemination date or month following
CoMEC	APR on CIDP-County Annual Monitoring and Evaluation Report (CAMER)	Annual			Senate, CoG, County inter-governmental Forum, County Assembly, CEC, MED, Citizen,15th
	County Monitoring and Evaluation Report	Quarter			Citizen, County Departments (Internal use), 15th
	County Annual Public Expenditure Review (CAPER)	Annual			Senate, CoG, County intergovernmental Forum, County Assembly, CEC, MED, Citizen, 15th
SCoMEC	Sub-County Annual Monitoring and Evaluation Report (SCAMER)	Annual			TOC, Sub-County Departments (Internal use), Citizen, 7th
	Sub-County Monitoring and Evaluation Report	Quarter			TOC, Citizen, County Departments (Internal use), 7th
	Sub-County Annual Public Expenditure Review (SCAPER)	Annual			TOC, Citizen, County Departments (Internal use), 7th
SMEC	Sector Monitoring and Evaluation Report (SMER)	Quarter			TOC, Sub-County/Ward/ Village Departments (Internal use), Citizen 7th
	Sector Monitoring and Evaluation Report (SMER)	Annual			TOC, Sub-County/Ward/ Village Departments (Internal use), Citizen, 7th
	Sector Public Expenditure Reports (SPER)	Annual			TOC, Sub-County/Ward/ Village Departments(Internal use), Citizen, 7th
WaMEC	Ward Monitoring and Evaluation Report (WaMER)	Quarter			Sub-County/ Departments (Internal use), Citizen, 1st
WaMEC	Ward Monitoring and Evaluation Report (WaMER)	Annual			Sub-County/ Departments(Internal use), Citizen, 1st
ViMEC	Village Monitoring and Evaluation Report (ViMER)	Month			Ward/ Departments (Internal use), Citizen, 23rd of the last month previous

A15: Reporting Template: County-Annual Progress Report (C-Apr)

PRELIMINARY PAGES

Acknowledgements (Max 1 page)
You may acknowledge the contribution of individuals, organizations and other bodies in the County or in Partner Counties/National Government who have made a material contribution to the report.

Acronyms and Abbreviations

Table of Contents

Executive Summary (Max 1 page)
This section will present highlights of the key accomplishments (significant results) and successes in the year under review, challenges and recommendations for future actions.

It should answer the following questions: (For the period under review)

- Highlight key priority areas (3 – 5 issues)
- What were the key achievements?
- What were the key implementation challenges encountered?
- What are the recommendations?

MAIN REPORT

Chapter 1: Introduction (Max 1 page)
a) Overview of the C-APR
This section describes the C-APR, its purpose and its development process. It will also give the outline of the C-APR content.

This section should answer the questions:

- What's the C-APR?
- Preparation Process?
- Who was involved in the preparation?
- How is the report organized?

Chapter 2: County Performance (Max 5-15 pages)
This section presents a systematic account of how the sectors in the CIDP performed.

This chapter presents the achievements based on the outcome/output indicator and targets listed in the county indicator handbook. The analysis should be sector wise and adopts the following format.

(Repeat the section below for all sectors in the County)

Sector Name

Overview of the sector including its mandate and its CIDP overall goal.

Performance on CIDP Indicators

Output/outcome	Indicator	Baseline	Target at end of the CIDP period (example: Target 2022)	Target in review period (example: Target 2019)	Achievement	Remark
Enhanced ECD enrollment	GER	58%	98%	70%	72%	The target was surpassed largely due to introduction of the school feeding programme

Source: Department of Education and Vocational Training, 2018/19

Description of results

This is a discussion on the performance presented in the table above and includes:

- A summary of the implemented strategies/projects that contributed to the presented results.
- Challenges specific to the sector.

Chapter 3: Challenges and Recommendations (Maximum 2 pages)

This section discusses the major implementation challenges that cut across the sectors during the period under review and recommendations on how to address them.

Chapter 4: Lessons learnt and Conclusion (Max 2 pages)

These sections present the lessons learnt and conclusion in regard to implementation of the CIDP.

Appendices for Additional Documents/Materials

The appendices offer an opportunity to provide additional information that otherwise might not be presented elsewhere.

Points to note:

- The contents of the report should be numbered appropriately where necessary.
- Tables and figures should have a title and data source indicated.
- Content should be concise, complete and written in 12-point font.
- Findings can be presented in prose form, tables or graphs.
- Presented data should be disaggregated by gender, ward etc. where possible.

A16: NIMES Operational Arrangements

1) The operational arrangement for implementation, coordination and reporting of NIMES results at national level consists of two guiding committees and five Technical Advisory Groups (TAGs). The committees and the five TAGs are as given below.

A. The National Treasury and Planning

2) The TNT&P is responsible for the coordination of NIMES through MED. TNT&P leads the M&E efforts, backed by various policies and pieces of legislation mentioned in this chapter. It is also expected to be backed by adequate skilled staff as well as infrastructural capacity to undertake robust M&E of policies, projects and programmes that are being implemented by the two levels of government, the private sector, and CSOs.

B. Monitoring and Evaluation Department (MED)

3) MED has the mandate as a Department in the State Department of Planning of the National Treasury and Planning to co-ordinate NIMES with the aim to:
   (a) Build and promote the M&E practice throughout Kenya, ensuring integration of Government and its non-state partners in the M&E reporting process;
   (b) Strengthen capacities for M&E at all levels and for all components of practice;
   (c) Produce policy research and key M&E reports;
   (d) Track follow-up on the implementation of major monitoring reports; and
   (e) Develop and institutionalise standards and guidelines for harmonised project monitoring and reporting at the national and sub-national levels.

C. National M&E Steering Committee (NSC)

4) The National Monitoring and Evaluation Steering NSC is the highest policy advisory body under the NIMES institutional arrangements. The NSC provides overall endorsement of the policy direction to NIMES. It endorses the work plans of TAGs. The NSC also advises and promotes the use of best international practice, and assists in mobilising resources for the functioning of NIMES and the TAGs. Its composition includes representatives of the government, civil society, and private sector and development partners.

D. M&E Technical Oversight Committee (TOC)

5) The M&E Technical Oversight Committee (TOC), is the technical / professional advisory organ in strategy and direction for NIMES. It approves NIMES work plans and tracks progress in their implementation. It also approves monitoring and evaluation reports before publication. TOC membership comprises senior government officers drawn from the State Department of Planning and selected line ministries.

E. Technical Advisory Groups (TAGs)

6) The Technical Advisory Groups (TAGs), provide guidance in the following five areas deemed strategic for M&E: (i) Quantitative and Qualitative Data Collection and Storage, and Indicator Construction; (ii) Research and Results Analysis; (iii) Dissemination for Advocacy and Sensitisation; (iv) Project Monitoring and Evaluation; and (v) Capacity Development and Policy Coordination.

7) Detailed requirements of Kenya's devolved system of government are provided in the Draft National M&E Framework 2014. These Guidelines for the development of county Integrated Monitoring & Evaluation Systems (2018) are designed to ensure that concepts and terminologies used in building CIMES are standardised and linked to NIMES.

A17: Technical Committee Members Who Developed the Guidelines

S. No.	Name	Institution
1.	Dr. Samson Machuka	MED
2.	David Kiboi	MED
3.	Peter Nyambok	MED
4.	Jared Ichwara	MED
5.	Richard Munyithya	MED
6.	Aloyce Ratemo	MED
7.	Lucy Gaithi	MED
8.	Peter Nyongesa	MED
9.	David Waga	MED
10.	Rodgers Achieng	MED
11.	Boscow Okumu	MED
12.	Margaret Githinji	MED
13.	Isabella Kiplagat	MED
14.	Harry Kaudo	MED
15.	Beatrice Oyoo	MED
16.	Mary Kimari	MED
17.	Jackyline Opuge	MED
18.	Mathew Mwangi	MED
19.	Nyambega Maberia	MED
20.	Andrew Ijakaa	MED
21.	Wycliff Nyaosi	MED
22.	Agnes Gathoni	MED
23.	Nelson Olinga	MED
24.	Josephine Wambui	MED
25.	Ken Oluoch	Council of Governor
26.	Samuel Mutisya	Council of Governor
27.	Flavian Bwire	Council of Governor
28.	Philip Brynnum Jespersen	World Bank
29.	Lucas Ojiambo	World Bank
30.	Morel Fourman	Gaiasoft
31.	Dr. Eubert Espira	Gaiasoft
32.	Shem Sam	Gaiasoft
33.	Geraldine Bandari	Gaiasoft

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12. Tim Unwin and David Hollow (2008): *"UNESCO Information Communication and Technology for Development"*, 2008.
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REPUBLIC OF KENYA

KENYA VISION 2030

NIMES keeping development on track

MINISTRY OF FOREIGN AFFAIRS OF DENMARK Danida

European Union

EMBASSY OF FINLAND AFFAIRS IN FINLAND

Sweden Sverige

UKaid from the British people

USAID FROM THE AMERICAN PEOPLE

WORLD BANK GROUP