COUNTY GOVERNMENT OF KERICHO

MONITORING AND EVALUATION POLICY

2021

ACKNOWLEDGEMENT

The County Government of Kericho through formulation and execution of this M&E policy as an integral part of its mandate which among others includes prudent use and accounting for resources in its custody; seeks to bolster its effort in improving service delivery to her people.

This policy is a product of an extensive participatory process and appreciates the fact that M&E is not only concerned with day to day reporting or tracking of progress in Government funded projects but also those of other actors including None state actors and charitable organisations. Beyond just reporting, it also seeks to measure the socio- economic changes brought about by the developmental activities being executed.

The content of this policy document is informed by the National and County levels relevant laws and regulations. Of note are the National Integrated Monitoring and Evaluation systems (NIMES) and the devolved units specific system County Integrated monitoring and Evaluation system; which this policy provides a foundation for its realization. It is hoped that with this policy document now in place all stakeholders within and outside the County will double up their commitment to the establishment of good governance, transparency and accountability at all levels. Further, with this policy in place, the establishment of well-functioning public institutions and guarantee of quality public service delivery across all sectors in now not a far-fetched wish or pipe dream but a reality.

In closing, I call upon all stakeholders of good will to put all our efforts together in our endeavor to better our lives and that of those around us now and in the days head! Let the desire for the realization of Efficient, cost effective and quality service delivery to all residents of this great county of Kericho be our rallying call and Mantra.

H.E DR.PAUL CHEPKWONY
GOVERNOR
KERICHO COUNTY

ABBREVIATIONS

ADP	Annual Development Plan
CBOs	Community Based Orgainsations
CDF	Constituency Development Fund
CDFB	Constituency Development Fund Board
CEC	County Executive Committee
CG	County Government
CIDP	County Integrated Development Plan
CIMES	County Integrated Management and Evaluation system
CO	County Officer
CoMEC	County Monitoring and Evaluation Committee
CSOs	Civil Society Organisations
FBOs	Faith Based Organisations
GDP	Gross Domestic Product
GNP	Gross National Product
NIMES	National Integrated Monitoring and Evaluation System
NGOs	Non-Governmental Organizations
NSA	Non-State Actors
PWD	People with Disabilities
PC	Performance Contracting
RBA	Rights Based Approach
RBME	Results Based Monitoring and Evaluation
SDGS	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Realistic and Time Bound
SCoMEC	Sub-County Monitoring and Evaluation Committee

Contents

Definition of Terms

In this policy, unless the context indicates otherwise- **"Constitution"** *means the Constitution of Kenya, 2010.*

"Executive committee" *means the Kericho County Executive committee established in accordance with Article 176 of the Constitution.*

"County Government" *means the County Government of Kericho.*

"Project" *means a planned undertaking of related activities aimed at specific objectives and has a beginning and an end. An undertaking that encompasses a set of tasks or activities having a definable starting and end point and well-defined objectives.*

"Programme" *means a series of interrelated projects with a common overall objective. A time bound intervention similar to a project but which cuts across sectors, themes or geographic areas, uses a multi-disciplinary approach, involves more institutions, and may be supported by several different funding sources.*

"Monitoring" *means the process of continuously and closely checking/observing/keeping track over implementation of project/programme/activity for a specific period of time or at a specified interval to access its progress and performance. This entails collection and analysis of data and information on all major project variables as the project progresses to determine whether set standards or requirements are being met and if the goal and objectives of the project are likely to be achieved.*

"Evaluation" *means assessing the effectiveness of a project/programme/activity in achieving its goals and or objectives. It is aimed at programme improvement or modification of program operation and/ or design.*

"Economy" *means the status of livelihoods of the people of Kericho at any particular time, usually as a result of careful management of resources to avoid unnecessary waste.*

"Goal" means a broad statement generally describing a desired outcome for a project. It is the broader regional, sectorial or National objective that a project, programme or an activity is expected to contribute towards.

"Objective" means a measurable statement about the end result that a project/programme is expected to accomplish in a given period of time. It should be specific, measurable, attainable/achievable, realistic and time bound (SMART).

"Target" means a level of performance that a project/programme is projected to accomplish in a particular year, consistent with objectives. It is an expected result.

"Indicator" means a specific, observable and measurable characteristic or change that shows the progress a program is making toward achieving specified outcome. This is the Unit of measurement (or pointers) that is used to monitor or evaluate the achievement of project objectives over time.

"Stakeholder" means specific people or groups who have a stake in the outcome of the project. Internal stakeholders include: County management, employees, administrators etc. external stakeholders include: suppliers, investors/partners, community groups and Governmental organizations.

"Impacts" are actual or intended changes in human development/change in livelihood as measured by people's well-being. Impacts generally capture changes in people's lives.

"Outcomes" are actual or intended changes in development conditions that interventions are seeking to support. Outcomes result from the interventions of Governments and other stakeholders, including international development agencies.

"Outputs" are short-term development results (products and services) produced by project and non-project activities. They must be achieved with the resources provided and within the time-frame specified.

"Activities" describe the actions that are needed to obtain the stated outputs. They are the coordination, technical assistance and training tasks organized and executed by project personnel

"Processes" are activities carried out for the achievement of one's goals

CHAPTER ONE

INTRODUCTION AND BACKGROUND INFORMATION

1.0 INTRODUCTION AND BACKROUND INFORMATION

1.1 Introduction

County of Kericho is committed to achieving results through the efficient and effective mobilization and utilization of available resources to foster equitable and sustained socio-economic development that facilitate transformation of the economy to enable the private sector to flourish, to expand enterprise and ultimately ensure the prosperity of Kericho residents. This commitment is embedded in the county's vision that aims at being "*A prosperous county where residents enjoy a high quality of life in a sustainable environment*". This is to be achieved through the following Development Road Maps and Blue prints namely: The five-year County Integrated Development Plans (CIDPs), Vision 2030, Sustainable Development Goals (SDGs) and Agenda 2063. This prosperity will be achieved through addressing structural bottlenecks in the economy and increasing public investment in infrastructure, human resource development, facilitating access to critical production inputs in agriculture and industry, and promoting science, technology and innovation.

This M&E policy document is an instrument for supporting achievement of the county development and investment plans. It provides a framework for monitoring, evaluation and reporting. It will also complement other County policies that are focused on promoting timely information flows and periodic assessments to aid in decision making.

This policy sets forth the requirements for monitoring and evaluation of County Government of Kericho development agenda including projects and programmes across all sectors, the purposes and benefits of M&E, the types of evaluation that are required and recommended, and the approaches for gathering, disseminating, and using M&E data. This policy is intended primarily to inform programme/project (throughout the entire program life cycle in order to improve outcomes) and administrative decision making processes among county staff across all sectors and the executive. Further, the M&E policy will be used by various stakeholders including; National and County Governments, development and implementing partners, civil society organizations, training and research institutions and the public among others in an effort to promote and inculcate an all Government approach to M&E, prudent use of the available scarce resources in an accountable and Transparent manner .

This policy is divided into seven chapters. Chapter one describes the overview of the policy, background and rationale for developing the policy. Chapter two provides policy goal and principles, it further captures the

purpose and strategic objectives. Chapter three entails policy implementation which includes the stakeholders, monitoring and evaluation tools and review mechanism. Chapter four covers reporting structures, communication strategies, learning and knowledge management. Chapter five deals with policy standards and regulations including compliance and non-compliance, incentives, rewards and sanctions. Chapter six captures capacity development and institutional framework. Lastly, Chapter seven covers the mechanism for review and updating of this policy.

1.2   Situational Analysis

At the county level, all the ten departments undertake planning, budgeting and monitoring and Evaluation to track performance. Since 2013, the county has developed various plans which include: County Integrated Development Plan (CIDP) 2013-2018; Annual Development Plans; County Strategic Plan 2014-2018; financial plans among others. In 2014, the county established a Monitoring and Evaluation unit under the Department of Finance and Economic Planning to coordinate and track budget implementation and performance. However, the unit has not been vibrant due to capacity challenges and human resource shortage.

Despite the forgoing, some departments have crucial systems responsible for M&E activities. The departments are Health Services, Agriculture, Livestock and Fisheries and Water, Environment, Energy, Natural Resources and Forestry. In these departments there exists human resource capacity in terms of skills, competencies and online reporting. The health department have a functional data reporting system, the District Health Information System (DHIS 2) with nationwide coverage. Departments with functional M&E structures have strong collaboration with the national government and development partners.

In the past, the county monitoring and evaluation (M&E) practices focused for the most part on the activity level of programming and have tended to reflect on process as opposed to outcome. This has been largely due to the lack of an overarching result-based M&E policy framework as well as limited institutional capacities, resources, guidance and tools on which to draw.

It's imperative to note that in the absence of the M&E policy and M&E framework; the county has been carrying out uncoordinated M&E activities resulting in some challenges which include but not limited to:
  ✓ Untimely and inconsistent reporting

- ✓ Uncoordinated stakeholder participation
- ✓ Over reliance on goodwill in reporting and data sharing
- ✓ Inadequate budgeting for M&E
- ✓ Non- adherence to standards
- ✓ Inadequate capacity in terms of numbers and the necessary skills to undertake M&E activities.

However, the above limitations notwithstanding, Kericho County has made progress over the last Eight years since the inception of Devolution in delivery services to its residents which include but not limited to: many feeder roads that have been opened up across all the 18 wards hence improving accessibility, a number of markets sheds constructed which have facilitated trade, Cooperatives societies strengthened, modernization of agriculture, Construction renovation/rehabilitation of health facilities and improvement of services, construction of early childhood education classrooms and ECDE employment of instructors providing conducive learning environment and engagement of more youths and women in productive economic activities.

With these achievements, the extent to which these services have brought about actual changes to the lives of Kericho residents, what has worked well, what has not worked and areas of improvement are yet to be established. Information to guide in evidenced based decision making is not readily available. This is attributed to the fact that M&E is done on goodwill basis and in untimely and inconsistent manner. There is no specific format, budget preparation not informed by M&E reports, pending bills growing yearly, instances of poor workmanship on the ground reported, lack of clear lines of accountability and reporting mechanism, weak stakeholder participation on M&E are some of the drawbacks that have adversely affected public service delivery. The public in the recent past during public participation have challenged the county to effectively measure, analyze, improve and control its own performance based on results and outcome as opposed to output and processes.

These challenges have necessitated development of this M&E policy to guide the county in effectively tracking the progress of its projects, policies and programmes

As part of its strategic reforms, the county in collaboration with the National Government has designed an integrated RBM framework or Electronic County integrated Monitoring and Evaluation System (E-CIMES), linking strategic planning, results-based budgeting, and annual and individual work planning to monitoring and evaluation, and

programme and staff performance reporting. The county in 2017 established a Monitoring and Evaluation Section to take the lead in the development and implementation of a new monitoring and evaluation framework. A well-designed M&E framework ensures that quality data is regularly collected during and after the implementation of a project(s)/program(s)

1.3   Rationale For M&E Policy

M&E is a governance tool that is mentioned many times in the Articles of the Constitution of Kenya (CoK) 2010 and Acts of Parliament. Towards this end putting an M&E system in place will aid in fulfillment of the requirements of the Constitution and related Acts.   This Policy therefore, is intended to provide a legal framework in which **County Monitoring and Evaluation System (CIMES)** will be operationalized thus improving the County government's performance, generating learning, managing and sharing knowledge.

The **Constitution of Kenya 2010** is the basis for devolution in Kenya and it requires governments to use M&E mechanism as an integral part of developing and executing government policies, programs, projects, in resource allocation and management. M&E is critical in ensuring that transparency, integrity, and accountability principles are embraced in resource allocation and management both at National and Devolved levels of Government. Articles 10, 35, 56, 174, 185, 201, 203, 225, 220, 226, and 227 implicitly imply the need for a structured way of monitoring policies, programmes and projects.

The county Government Act No 17 2012 outlines the responsibilities of devolved levels, and the processes and procedures governing the relationship between the national and county levels. This includes the responsibility to prepare a County Intergraded Development Plan (CIDP) that must include a monitoring and Evaluation Framework. Specifically, 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."*

 Therefore, this policy is a platform for M&E and its reporting mechanisms.

Public Financial Management Act 2012 Section 104 (1), mandates county government to monitor, evaluate and oversee the management of public

finances and economic affairs of the county government up to lower levels. To operationalize this critical function in a structured manner, M&E policy has to be in place. In addition, the Policy will complement PFM Act provisions by moving from inputs and processes to results (outputs/outcomes/impacts).

Intergovernmental Relations Act 2012 Section 19 established a council of Governors of 47 counties. Section 20 (e) provides for receiving reports and monitoring the implementation of inter-county agreements on inter-county projects. Credible M&E reports on such projects would be generated out of a well-founded M&E policy. The policy will aid in developing M&E capacities, provide M&E structures, coordination and reporting formats at all levels. This will ensure that M&E functions in Section 8 of Intergovernmental Relations Act, 2012 are made possible.

This policy proposes to provide a legislated basis for operationalization of M&E as envisaged in the Kenya Constitution 2010, among other legislation.
The requirement of article 183 (3) states the County Governor to annually report on the progress of implementation of values and principles of governance and implementation of county development initiatives, thus the need for a robust M&E framework
"The county executive committee shall provide the county assembly with full and regular reports on matters relating to the county". M&E policy is therefore an important framework for evidence-based decision making aimed at achieving Kenya vision 2030, County Vision and other international obligations like Sustainable Development Goals (SDGs). This policy will guide in documenting, tracking performance and providing early remedial measures in the execution of projects and /or programs.

1.4 Purpose of Monitoring and Evaluation Function
The development of this M&E policy will bring about positive change in the running of the County people centered agenda in the following ways:

> - **Formulation and design of Government policies and plans**- M&E is critical in identifying the strengths and weaknesses of existing policies and plans. M&E data will help in designing new policies and plans. Regional inequalities and main determinants of economic growth can only be identified and demonstrated through evaluative and statistical surveys. Through participatory Baseline surveys, monitoring and Evaluation activities the stakeholders are afforded opportunities to provide needed data/input to inform change of strategies where need be, incorporate and replicate best practices and learnings.

- ➢ **Management decision-making**- Information gathered through M&E activities provides data for evidence based management decision making processes. This including prioritization of projects, prudent utilization of the scarce available resources among others for broader positive impact on the well-being of the targeted beneficiaries.

- ➢ **Organizational learning**- M&E findings will help in identifying most appropriate felt needs driven interventions, programme/Project design, appropriate solutions to existing/anticipated societal problems, what work best and why. Further, it will also determine which social economic approaches and processes will produce the best value for money and return for investment.

- ➢ **Accountability enhancement**- Public officials have a constitutional obligation to account to the citizens on how they spend public money, how they have achieved the purposes for which the money was intended and how they have carried themselves in the course of execution of their duties while upholding their integrity. It is worth noting that the information gathered through the M&E activities is structured and systematic which makes the scrutiny of public service activities at all levels possible.

- ➢ **Performance management**- M&E is crucial in determining and gauging the performance of the County with regard to its programmes, projects and operations. The fate of any intervention including completion, stalling- where need be and change of projects are determined throughout the monitoring period. The net effect of this, is the realization of efficiency and effectiveness in development and utilization of resources, both human and capital.

In addition to the above mentioned purposes M&E findings can also be useful in the following ways:

- ✓ **Promotion of transparency**- When M&E information is made available to the public it demonstrates the transparency of the County Government and facilitates participatory decision-making and accountability. As part of promoting participatory planning, budgeting and monitoring, it is now a requirement that information including M&E findings should be published- via county website, local newspapers and other medium of communication where applicable be made available to the public so that they are empowered to make the right decisions.

✓ **Supporting advocacy**- Evidence based M&E results from projects and program form a strong basis for advocacy. Documented Data is used to make an argument for the continuation, adjustment or termination of a programme, education to the people and advice to financial providers. In this context, the M&e data provides the needed backing for supporting or refuting arguments, clarifying issues, promoting understanding of the aims and underlying logic of policies and documenting programme implementation.

✓ **Fund Raising**-The availability of sufficient evidenced driven data demonstrating the difference the program would bring, when implemented, will make it easier to seek donor/partner support for a project or program. Further even without seeking for external support the same information can be used by the county sector specific staff to reorganize budgetary allocations so as to gather for the programme with more value addition and impact.

CHAPTER TWO

POLICY GOALS AND PRINCIPLES

2.0 POLICY GOAL, PURPOSE AND OBJECTIVE

2.1. Overall Goal

The overall goal is "**To establish a clear framework for effective and efficient monitoring and evaluation system**". This will improve the performance of the public (County) sectors through strengthening of the operation, coordination, and cost effective production and use of objective information on implementation and results of County strategies, policies, programmes and projects.

2.2 Purpose

The purpose of developing this policy is to establish structures, processes and procedures for tracking, assessing and sharing progress on programmes and projects. Further, the policy aims at enhancing the basis for decision making by the County Assembly, County Executive and Development Partners; to make evidence-based public policy and programmatic decisions and strengthen accountability regarding county policies and programmes. The policy also aims at improving the confidence of Kericho County residents in the capability of County Assembly and the Executive to systematically hold county departments to account for achieving results based on reliable information.

2.3 Objectives

The objectives of the policy are: -
- ✓ To promote a culture and practice of M&E for evidence-based decision making at the county.
- ✓ To strengthen M & E system (CIMES) for reporting county functions.
- ✓ To enhance active participation and define roles and responsibilities of all stakeholders for both government and non-state actors.
- ✓ To facilitate provision of timely and reliable feedback to the project management cycle that includes planning, budgeting and implementation.
- ✓ To improve the skills development and capacity building of county workforce for effective service delivery.

2.4 Policy principles

The Kericho county policy on Monitoring and Evaluation is built on the guiding principles described below: -

2.4.1 Managing for results: Results imply improvements to peoples" lives or welfare, which is the expected outcome of a public policy or programme. Monitoring and evaluation should focus on measuring the results of public policies and programmes for target groups. It should address compliance with norms and procedures; physical and financial implementation; and generate lessons for improving future performance. This also involve results based management where emphasis is to ensure effective utilization of resources through planning and budgeting for results for all county programmes and projects.

2.4.2 Value for money: Monitoring and evaluation of county departments policies and programmes should seek to determine whether or not the results (outputs and outcomes) are commensurate to the investment in terms of financial, physical and human resources, based on market prices for these inputs.

2.4.3 Accountability and Transparency: implementing agencies will be held accountable based on agreed outputs and expectations and assessed through the control, monitoring and evaluation systems. This will entail a balanced approach to M&E that focus on accountability and professionalism for results (outcomes and impacts). Monitoring and Evaluation will be consultative involving all stakeholders at all levels of the county for credibility and utility of the M&E outputs.

2.4.4 Demand-driven: M&E should start with a clear identification of users and their information needs at all levels (strategic, management and implementation) using a participatory approach.

2.4.5 Responsive supply: The quality and timeliness of quantitative and qualitative information must respond to the demand. Data producers should ensure that the production cycle is synchronized with the policy and budget cycle and, hence, inform the planning and budget cycle.

2.4.6 Ownership: M&E should be guided by county priorities. M&E activities should be properly planned, coordinated and managed within county systems.

2.4.7 Partnership: Joint evaluations associating county departments and external evaluators is encouraged to enhance transparency, ownership and implementation of evaluation recommendations, while not compromising the integrity of the evaluations. Joint government/donors/partners assessments will also assist minimizing duplication and facilitating

economies of scale and synergies.

2.4.8 Innovation and Creativity: A people-centered approach to development which enhances capabilities, choices and rights for all will guide implementation of the county M&E policy.

2.4.9 Commitment and Hard work: To enhance value in terms of use and application of the M&E findings and recommendations.

2.4.10 Yield and Sustainability: The county government is committed to a sustainable consultative and all-inclusive planning at all levels.

2.5 Policy Scope and Application

The County M&E policy applies to all county officials, Participatory development forums and sector specific/ generic committees' designated NGO groups working in the County and members of the public. This is in regards to their rights, duties, responsibilities and roles required from time to time to:

- ✓ Reflect on and evaluate the success of County performance.
- ✓ Provide standardized processes and procedures useful for M&E from a whole- Government organizational perspective as a means of facilitating M&E practice as regulated by the relevant statutes.
- ✓ Complement and/or utilize an integrated National M&E platform wherever possible with such agencies/institutions such as the Kenya Bureau of Statistics, National Treasury Monitoring and Evaluation Directorate (MED) among other relevant entities.

2.6 A Results Based Approach to M&E

The County Government of Kericho adopts a results-based (RB) approach of M&E. Towards this end the County Government shall implement management strategies that focus on performance and achievement of outputs, outcomes and impacts that demonstrate their clear benefit to the people.

- ✓ A results based M&E approach focuses on setting performance targets and tracking quality criteria and quality assurance. This approach shall be based on the following:
- ✓ Definition of strategic goals which provide a focus for action
- ✓ Specification of expected results which contribute to the achievement of these goals and the alignment of programme, processes and resources in support of these expected results

- ✓ On ongoing monitoring and assessment of performance integrating lessons learnt into future planning
- ✓ Improved accountability for results with a view to determining whether the programme/project made a difference in the lives of the people of Kericho County

2.7 Rights Based Approach (RBA) VS Rights and Responsibilities of the Local Community

In addition to the Results Based (RB) approach adopted by the County in the execution of its agenda the County seeks to inculcate a rights based approach that embraces a participative developmental approach which focuses on a healthy integrated balance between the rights and duties of the county government and that of the community. Article 1 of the Constitution provides that *"Sovereign Power belongs to the people of Kenya."* Such Power may be exercised directly or indirectly.

The following Articles of the constitution of Kenya 2010 directly empowers and calls for according and upholding the rights of the citizens in determining how their government runs the county economy, programmes and projects:

- ✓
- ✓ ***Equality:*** *Article 27 of the Constitution provides that the state shall not discriminate directly or indirectly on any ground.*
- ✓ **Self-Governance:** Article 174(C) Gives powers of Self-Governance to the people. Self-Governance contributes to transforming the lives and Well-being of the residents of Kericho County through involvement the entire spectrum and phases of the development projects and programmes.
- ✓ **Right to Information:** Article 35 of the Constitution of Kenya 2010 guarantees every citizen the right to access information held by the state
- ✓ **Freedom of Expression:** Article 33of the Constitution guarantees the freedom of expression including freedom to seek, receive or impart information/ideas

CHAPTER THREE

POLICY IMPLEMENTATION

3.0 POLICY IMPLEMENTATION

This chapter covers policy implementation; monitoring and evaluation procedures, project cycle, monitoring and evaluation tools, resource mobilization and financing mechanism. The implementers of this policy will be the county departments and entities, development partners and other stakeholders. The county M&E unit will co-ordinate implementation of this policy.

3.1 Monitoring

Monitoring is the process of continuously and closely checking /observing and keeping track over implementation of a programme/project/activity for a specific period of time or at a specified interval to assess its progress and performance. This entails collection and analysis of data and information as the project progresses to determine whether planned activities have been undertaken and set standards or requirements are being met and if the goal and the objectives are likely to be achieved.

Inputs are the activities and processes captured in key development plans namely; County Integrated Development plan (CIDP), County Sectoral plans; County Annual Development Plans, donor plans, Expenditure and investment plans. These are to be monitored on a routine basis to ensure timely and reliable data is reported for decision making. Routine monitoring systems will generate data for output level indicators that will be used to track county projects/programmes performance. Non-routine data will also be used. Data will be collected monthly, quarterly or annually depending on project/programme requirement. Data collected monthly will be consolidated quarterly and quarterly reports produced.

Monitoring will be conducted throughout the implementation of policies, programmes and projects at the ward, sub-county, county and stakeholder levels. Therefore, there is need for county departments and entities and stakeholders to plan in advance for the exercise. In this regard, every department shall be required to develop an annual monitoring plan to execute budgeted programs and/or projects. The following are the steps that should be followed during the monitoring process:

3.2. Evaluation:

3.2.1 Identification of parameters

Identification of parameters to be monitored and when to monitor (intervals) The county departments and stakeholders will identify prioritized indicators during the developmental stage to be monitored and the reporting intervals. The indicators will be tracked in terms of their inputs, processes/activities, outputs, outcomes, and impact as per stipulated timelines.

3.2.2 Identifying data sources and information

The county departments and entities shall be in consultation with Department of Finance and Economic Planning – Monitoring and Evaluation Unit to identify reliable data sources for monitoring. The type of information and data collection methods was be set out clearly. The monitoring and evaluation unit will consolidate the reports based on the data collected which will include routine and /or periodic progress reports from the departments and stakeholders.

3.2.3 Data Collection Methods and Tools

The data collection methods will involve both quantitative and qualitative approaches including literature review, Baseline surveys carried at the beginning of the project/programme, Mid Term Reviews and End Term Evaluations, Impact assessment

The specific Methodologies/approaches to be employed will vary depending on the nature of the M&E activity, Programme and Project

3.2.4 Tools for monitoring

The county has introduced a number of tools to monitor progress towards results from the county or corporate to the individual departmental levels. These tools include medium-term strategic planning; results-based budgeting; Performance contracting and work planning and logical frameworks for projects. These tools are prepared as follows:

- ✓ **Medium-term strategic planning:** At the corporate level, medium-term plans shall be prepared every four years providing direction on a number of strategic priority areas with pre-defined indicators of achievement.

- ✓ **Results-based budgeting:** Results-based programme budgets are prepared on a three year rolling budget basis outlining objectives and expected results. The county is required to monitor and report progress on achieving pre-defined performance indicators.

- ✓ **Annual work planning:** All departments and are required to prepare and monitor annual work plans on the basis of the approved budget.

- ✓ **Individual work planning:** All regular staff members are required to prepare and monitor individual work plans. This as earlier mentioned, forms the basis for monitoring and evaluation.

The tools/Templates for data collection shall be prepared by the M&E unit and External consultants for assignments that have outsourced. Sample Templates of the key tools are found in the annex section of this policy

3.3 Logical Frameworks/Results matrix, M&E framework/M&E plan and Risk Mitigation Plan
All county programmes/projects as laid out in the Five (5) yearly County integrated development plan (CIDP) must have a logical Frameworks/Results matrix, M&E framework/M&E plan and Risk Mitigation Plan as an integral part of its design and execution.

The data collected on the county projects and programmes the same shall be measured based on the indicators of focus at Ward, Sub-County, County and Stakeholders levels. Both discrete and continuous data are to be collected by the respective County departments, entities and stakeholders under the guidance of the relevant M&E lead/Unit in the County.

The frequency of the data collection will depend on the period to which every indicator is reported as indicated in the design of the project/programme: Monthly, Quarterly and Annually. The data collection shall be done and consolidated in the relevant format as per the standard operating procedures and reporting arrangements agreed upon the county M&E unit,

3.3.1 Reference Materials
The following shall constitute the core reference materials:
- ✓ County indicator Handbook
- ✓ Formal Survey Reports
- ✓ Public Expenditure Review Reports
- ✓ Budget Circulars
- ✓ Approved Budgets
- ✓ Equitable Development Act (EDA)
- ✓ Public Participation Act (PPA)

3.4 Production of the monitoring and Evaluation/Impact Assessment reports

There are two types of monitoring reports to be produced:-

i. Departmental generated reports
Monitored data will be compiled by the departments and/or stakeholders for onward submission to the county M&E unit using agreed platforms i.e. both from field visits and secondary data through E- CIMES.

ii. Monitoring reports
These are reports generated by the multi-sectoral committee by visiting the projects /programmes or activities based on their routine work or due to special request.

3.4.1 Monitoring criteria
For effective results-based monitoring and in order to ensure evaluability (the extent to which projects or undertakings can be evaluated both reliably and credibly), indicators should be formulated using SMART criteria (specific, measurable, attainable, relevant and time-bound):

- ✓ **Specific:** The indicator is sufficiently clear as to what is being measured and specific enough to measure progress towards a result.
- ✓ **Measureable:** The indicator is a reliable measure and is objectively verifiable. Qualitative measures should ideally be translated into some numeric form.
- ✓ **Attainable:** The indicator can be realistically met.
- ✓ **Relevant:** The indicator captures what is being measured (i.e. it is relevant to the activity/result).
- ✓ **Time-bound:** The indicator is expected to be achieved within a defined period of time.

3.4.2 Evaluation

Evaluation is a systematic and objective assessment of an ongoing or completed project, programme, or policy, its design, implementations and results. The aim is to determine the relevance and fulfilment of objectives, efficiency, effectiveness, impact and sustainability. Periodic assessment of projects/programs will be done by the county and its stakeholders to check if expected program outcomes and impacts were achieved.

3.2.1 Evaluation criteria

To carry out evaluation, the county shall employ the widely-recognized DAC criteria for evaluation namely: -

- ✓ **Relevance:** The degree to which a programme or project responds to the needs and priorities of the targeted beneficiaries.
- ✓ **Effectiveness:** The extent to which a programme or project has achieved its objectives.
- ✓ **Efficiency:** The cost effectiveness of transferring inputs into outputs taking into consideration alternative approaches.
- ✓ **Impact:** The cumulative and/or long-term effects of a programme or project which may produce positive or negative, intended or unintended changes.
- ✓ **Sustainability:** The likelihood of benefits derived from an undertaking will continue over time after its completion.

3.2.2 Categories and types of evaluation

There are various categories and types of evaluation that will be undertaken during a project cycle. These types are: -

- ✓ **Formative evaluations** occur during project/programme implementation to improve performance and assess compliance.
- ✓ **Summative evaluations** occur at the end of project/programme implementation to assess effectiveness and impact.
- ✓ **Midterm evaluations** are formative in purpose and occur midway through implementation. For projects/ programmes that run for longer than 24 months, midterm assessment, evaluation or review is will be carried out.
- ✓ **Final or end term evaluations** are summative in purpose and are conducted at the completion of project/programme implementation to assess how well the project/programme achieved its intended objectives.
- ✓ **Ex-post evaluations** are conducted sometime after implementation to assess long term impact and sustainability.

3.2.3 Evaluation Focus Areas

The evaluation activities, depending on the purpose, are among others seeking for the following:

- ✓ Evaluation to obtain beneficiary reaction for all activity-events which are more than one day in duration. Specific requirements for events/projects in which learning outcomes are sought.
- ✓ Evaluation of intermediate outcomes (learning outcomes) for all projects/programmes activities.
- ✓ Evaluation of institutional capacity outcomes (e.g. increased organizational capacities as a result of the application of knowledge, skills, awareness, etc). Specific requirements in which broader economic and social development results are sought
- ✓ Evaluation of project outputs, with an indication of progress towards institutional capacity outcomes (all projects).

3.3 Evaluation Planning and Management

3.3.1 Planning and implementation

The County integrated Development Plans (CIDPs) should incorporate all programmes and projects that have been arrived at through a public a consultative process and validated. Such information are also ground in County spatial development plans among others. As an integral of the CIDP formulation process there should a logical framework and M&E framework/M&E plans that will guide a structured tracking, monitoring and Evaluation. All projects, activities and other undertakings should be conceived in a results-based manner in order to ensure evaluability.

Evaluation plans should include information related to the category of evaluation, methods, budget, scheduling and reporting.

3.3.2 Evaluation Management

In conducting evaluations, the county acknowledges that different evaluation designs as well as quantitative, qualitative and mixed methods for data collection and analysis exist. The most appropriate design(s), method(s), approach(es) and/or technique(s) should be selected, taking into consideration the evaluation question(s), scope, criteria, human and financial resource requirements and availability, as well as guiding principles and good practice standards.
 All evaluations undertaken should include a response from management in relation to the evaluation's findings, conclusions, recommendations and lessons-learnt.

3.3.3 Evaluation procedures

3.3.3.1 DECISION ON NEED FOR AN EVALUATION

All county projects and programmes should at the design stage and subsequent incorporation in the County integrated and Development plans incorporate the relevant Monitoring and evaluation type for its successful execution and gauging of its results and impact on the well-being of the people of Kericho County. In the spirit of an all government approach to M&E the same should apply to all donor/partner funded development agenda.

This will involve the county and stakeholder's consultation on the evaluation design, the resources and technical needs.

3.4 Resources for Monitoring and Evaluation

Inadequate resources lead to poor quality monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical for the county to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall project costs. While it is critical to plan for monitoring and evaluation together, resources for each function should be separate.

3.4.1 Financing Monitoring.

As a function of management, monitoring will be strictly budgeted and financed at the relevant unit level as follows:

a) A minimum percentage (1%) of all project budgets will be allocated and ring-fenced for monitoring at the project level and primarily focused on data collection and validation;

b) A minimum percentage (2%) development budgets at Vote level (departments) will be allocated and ring-fenced for monitoring, as determined annually during the county budget.

3.4.2 Financing Evaluation.

Costs to carry out evaluation vary and depend on the purpose/type/scope of the evaluation, main evaluation questions and data collection methods. Sufficient resources should be identified and made available for both decentralized and corporate evaluations.

Evaluation costs should be adequately budgeted in project/activity proposals by departments and government entities.

Less than 10% of public investment projects are currently being subjected to evaluation, and the majority of evaluations conducted to date were commissioned and management by Development Partners. To redress this, the following strategy will be implemented from FY2018/19 as follows:

a) All projects over 100 million shillings in value will be required to conduct rigorous evaluation, including a baseline study to establish initial conditions, a mid-term review and a final evaluation.

b) To finance evaluation, all projects will allocate a percentage of 4% of their budgets to evaluation, taking into account the budget and scope of the project. This percentage will cover the cost of conducting a baseline study during the project preparation (Feasibility Study) a mid-term review at the half-way stage in the project, and an End Term/ final evaluation.

CHAPTER FOUR

REPORTING AND COMMUNICATION

4.0 REPORTING AND COMMUNICATION

This section covers reporting and communication of monitoring and evaluation information. It is paramount that clarity is developed on how the reports will be prepared; who the consumers of the reports; frequency and types of reports to be prepared; reporting structure and lastly how will the report communicated to the various departments, entities and other stakeholders.

4.1 Reporting of Monitoring and Evaluation reports.

This policy envisages generation of various reports to make informed decision on M&E at the county. These reports shall include:

   a) Quarterly Monitoring and Evaluation reports
   b) Semi-annual Monitoring and Evaluation reports
   c) Annual Monitoring and Evaluation reports
   d) County Annual Monitoring and Evaluation reports
   e) End term Monitoring and Evaluation

In addition to the reports, Public Expenditure Reviews (PER) will be conducted periodically to monitor efficiency and absorption of funds.

Reports generated from the departments according to the set out guidelines and recommended formats shall be collated in the sub department of Economic Planning, then submitted to County Monitoring & Evaluation Committee CoMEC for adoption and onwards transmission to the Cabinet for approval and recommended actions on the findings . The approved M& E report shall be published on the county website, then forwarded to the departments and other actors for use. The Policy provides for vertical and horizontal reporting.

The responsible offices shall be required to submit the relevant report in line with approved reporting standards. For effective monitoring and evaluation, an online system shall be developed for efficient reporting and information sharing (E-cimes). This system allows updating by the Technical Oversight Committee (ToC) and County Monitoring and Evaluation Committee (CoMEC).

4.2 Communicating M& E Findings

Sharing M&E findings strengthens democracy and good governance in the county. M &E results help stakeholders understand projects and programs and how well they are meeting their respective objectives and their goals; and whether there are ways they can be improved. Results can also be used to lobby for policy or legislative changes that relate to county government by pointing out unmet need or barriers to program success. In the results-

based development approach adopted by the county, dissemination should be evidence based, representative and not selective or misleading.

4.3. Public Dissemination of Monitoring and Evaluation Results

Monitoring data are updated on the county website on a quarterly and annual basis. The reports will be both consolidated meaning capturing all departments and government entities and departmental. Departmental programmes and projects results are published in Performance Indicators handbook. Sector and subsector results will be made available through results by sector reports, which are updated quarterly and aggregate to produce county quarterly progress reports and an annual monitoring and evaluation reports.

All evaluation reports are publicly available and will be posted to the county website to ensure transparency and accountability. In addition, evaluation reports are accompanied by a summary of findings, which summarizes the key components of the evaluated program. Each evaluation has its own Evaluation template, which includes a description of methods, key findings, and lessons learnt. Also the evaluation will contain microdata generated in the design, implementation, and evaluation the programs.

4.4 Reporting Structures

The Reporting structure of the county projects/programmes shall begin at village level, then, ward level, sub-County, ministry/sector and County level in that order. The technical oversight committee will validate the County report and send it to the CoMeC Committee for adoption. Each lower level will feed information to the higher level. However, for customized reports such as Baseline reports and training needs assessment reports among others shall not follow that channel, only relevant offices shall be involved.

Coordination of reporting for each County department is the responsibility of the designated M&E officer/champion.

Analysis and reporting on annual Development plans results is a quarterly exercise, linked to implementation of projects/programmes outlined in the CIDP. Quarterly reporting shall be made not later than 15th of the next month after the end of every quarter. The relevant committees shall hold quarterly meetings to assess the progress of the projects/programmes and to facilitate reporting. All Reports shall be prepared in agreed formats as stipulated in the CIDP projects/programmes and for specific projects.

The County Economic Planning office shall consolidate the Monitoring and Evaluation reports received from across all the departments by the 15th day preceding end of each quarter. The M& E report shall then be submitted to CoMEC for their input before being tabled in the Cabinet for adoption and finally published and publicized.

4.5 Communication Strategy

ToC shall develop M&E Communication strategy specifically for the institutionalization of the Policy. The Strategy Shall:-

a) Identify user-friendly strategies for responsive dissemination of M&E Framework data and information;
b) Popularize M&E Products;
c) Monitor information dissemination and coverage by media and other hosts.
d) Publish information;
e) Convene M&E stakeholder forums;
f) Build the M&E Practice through advocacy and sensitization;
g) Coordinate Knowledge sharing activities.

The Strategy shall include feedback mechanisms to articulate County perceptions of the progress made and the quality of programs. Simplified versions of the M&E policy shall be prepared and disseminated to all stakeholders. Communication under the Framework shall be promoted through the county Website which will be a source of information for monitoring and evaluation reports.

4.6 Knowledge management

Monitoring and evaluation forms a key pillar in knowledge management for organizational improvement and sustainability. For purposes of this policy, knowledge management shall be considered a process by which the County generates value and improves on program performance by gaining insights and understanding from experience. Knowledge management is linked to performance enhancement and result-based development. The main purposes is to:

a) Promote a culture of learning through sensitization of the public and other stakeholders;
b) Conducting annual M&E week;
c) Promote application of lessons learned and evidence-based decision-making at all levels through sharing of findings;
d) Ensure institutional memory through proper documentation and storage of information.

CHAPTER FIVE

POLICY STANDARDS AND REGULATIONS

5.0 POLICY STANDARDS AND REGULATIONS

This chapter deals with M&E policy standards and regulations including compliance and non-compliance, incentives, rewards and sanctions. The county will align and adopt existing M&E standards developed by the National and other international institutions and customize to suit the County needs as per this policy. The County M&E unit will be enforcing the adherence to these standards. The standard will address development of data tools, data collection, issues of M&E ethics, conduct of monitoring and evaluation, staff development, report writing and dissemination.

5.1 Incentives, Benefits and Sanctions

To promote compliance with this policy, a reward and sanctions mechanisms will be put in place.

The implementation of Rewards and Sanctions will be adopted and guided by the principles in the human resource manual and Performance Rewards and Sanctions Framework for the Public Service.

5.2. Levels of Application of Rewards and Sanctions

Performance rewards and sanctions will be applicable in two levels namely:
i) Departmental performance – performance of a County department
ii) Employee performance –performance of an employee within the reporting department.

5.2.1 Rewards for exemplary performance
5.2.1.1 REWARDS
Certificate of Recognition for "Excellent" and "Very Good" performance signed by the County Executive Committee Member for county Public service Management.
An employee who attains excellent performance may be considered for any of the following rewards:
i) Promotions
ii) Bonus payment graduated as per individual score
iii) Letters of commendation and other recognition as recommended by the secretariat.
A department which attains excellent performance may be considered for any of the following rewards;
  i.   Certificate of Recognition and a rotating trophy for "Excellent" and

"Very Good" performance signed by the County Executive Committee Member for county Public service Management.

A department attaining excellent performance may be considered for any of the following rewards:

i. Increased departmental budgetary allocation
ii. 13th salary for the departmental staff
iii. Organized party

5.2.1.2 SANCTIONS FOR NON-COMPLIANCE

The sanctions under this Framework are purely for non-compliance performance. However, the policy recognizes that non-compliance performance may sometimes be attributed to external factors. In addition, disciplinary related sanctions will be administered according to the laid down disciplinary procedures as per the county public service policy.

Sanctions that may be taken in line with the County Public Service policy include:

i. Institutional cautionary letter to departments that fail to comply with M&E policy
ii. Personalized cautionary letter to departments that fail to comply with M&E policy
iii. Penalize non-compliance with agreed evaluation recommendations.

CHAPTER SIX

CAPACITY DEVELOPMENT AND INSTITUTIONAL FRAMEWORK

6.0 CAPACITY DEVELOPMENT AND INSTITUTIONAL FRAMEWORK

This chapter outlines the capacity needs and how they shall be addressed. It further provides for the institutional framework to operationalize the M&E Policy

6.1 Capacity Development

The Department of Economic Planning shall identify training needs for M&E officers at all levels and recommend for appropriate training. This shall be done on an annual basis. Furthermore, this assessment shall inform the development of M&E Infrastructure.

The M&E Unit in collaboration with stakeholders shall develop and implement a capacity Development Strategy based on capacity needs assessment.

The Capacity development strategy shall address capacity initiative, technical & Managerial skills, use of appropriate technology, sensitization, infrastructure and equipment, Data collection systems and analysis.

To build capacity in the short and medium term the County shall**;**

a) Reassign M&E responsibilities to existing staff in various departments.
b) In collaboration with the National Government and other M&E training institutions the county shall train staff in charge on M&E skills.
c) Conduct on-the-job training and mentorship.
d) Hold internal M&E forums and participate in external learning networks through benchmarking with peer counties.

6.2 Institutional Framework

This section outlines the institutional arrangements for implementation, coordination and reporting of M&E results. It also explains the role and responsibility of every stakeholder for successful implementation of M&E Policy.

6.2.1 Roles and responsibilities of stakeholders

The roles and responsibilities of Key stakeholders and County departments in respect of performance monitoring and evaluation are presented below. This will ensure proper coordination and facilitate complementarities and synergies in the monitoring, evaluation and ultimately improved delivery of public services.

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6.2.2 Finance and economic Planning department
a. Coordinates the preparation and presentation of the County budget;
b. Ensures the rationale financing of statistics, monitoring and evaluation functions in County through establishing a Vote Function Output for all the departments in the Chart of Accounts, with budget ceilings set to this Output in line with this Policy;
c. Ensures that sufficient resources are allocated annually through the County budget to the monitoring and evaluation functions of county in line with this Policy;
d. Monitors budget execution and progress on CIDP commitment to promote efficiency and effectiveness of all public spending;
e. Ensures that all public investment plans developed by County Departments have a clear monitoring and evaluation plan, and sufficient resources for conducting Monitoring and evaluation activities;
f. Releases timely and quality information on budget execution;
g. Reports periodically to Cabinet and County Assembly on budget preparation, execution and performance

6.2.3 County Public Service Board
a. Ensure that the monitoring, evaluation and statistics functions within the public service are adequately staffed in line with this Policy;
b. Provides for an adequate system of incentives to support M&E activities in the County through the reward and sanction scheme.

6.2.4 County Assembly (CA)
The CA shall:
a. Create an enabling legislative environment for the effective implementation of Monitoring and Evaluation;
b. Monitor and evaluate public sector projects and programmes through CA select committees; and ensure that there is a separate monitoring and evaluation budget for programmes and projects;
c. Utilize M&E findings to inform policy and resource allocation decisions;
d. Scrutinizes various objects of expenditure and the sums to be spent on each of them;
e. Assures transparency and accountability in the application of public funds;
f. Oversight implementation of County programmes and projects.

6.2.5 Kenya National Bureau and Statistics
a. Ensures production, harmonization and dissemination of statistical information;
b. Ensure best practice and adherence to standards, classifications, and

procedures for statistical collection, analysis and dissemination in the County.

6.2.6 Civil Society Organizations, Private Sector and Development Partners

a. Participate in public sector planning processes within the County including sector level
b. Provide timely and quality data on the financial and physical implementation of projects for which they are the executing agency to the relevant departments/agencies;
c. Participate in discussion and decision-making committees at programme, sector and national/county levels that review and comment on public sector performance
d. Provide an external perspective on Government performance and results
e. Assist Government through financial, technical and other forms of assistance to strengthen its performance.

The CIMES Committees responsibilities are hereby outlined.

S/No	Committee Name	Secretariat	Composition	Roles and responsibilities
1	County Intergovernmental Forum	Chief Officer, Executive office of the governor	Governor. Heads of all departments of the National government rendering services in the County; County Executive Committee Members or their nominees appointed by them in writing.	Harmonization of services rendered in the county; Coordination of development activities in the county; Coordination of intergovernmental functions; and Such other functions as may be provided for by or under any law.
3	CoMEC	M&E Unit	Heads of technical departments of the national government at	Oversee delivery of quality and timely M&E reports Review and endorsement

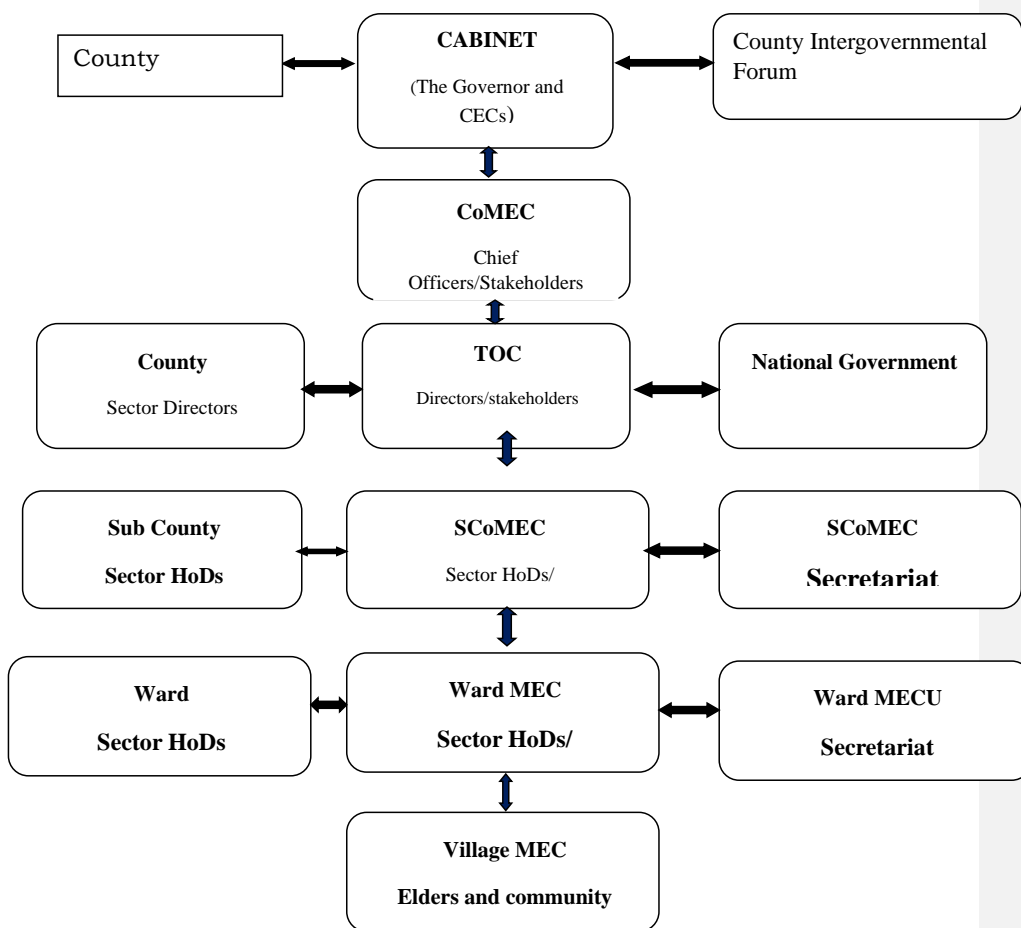|			County level ; County chief officers; County Assembly Clerk; Representatives from devolved funds; Civil Society Organizations (CSOs); Private sector; Development partner representatives in the county; Technical Representatives managing all other Non-Devolved Funds;	of County M&E work plans and other guiding documents Mobilization of M&E resources for M&E work at the county Receive, review and approve M&E reports from the TOC Submission of M&E reports to CEC, Council of Governors, constitutional offices and other relevant institutions, including MED. Advocate for the uptake of M&E and utilization of its findings for policy, planning and budgeting. Championing the M&E agenda Approval and endorsement of final set of county indicators Dissemination and Communication of M&E findings/reports to stakeholders
4	ToC	M&E Unit	Co- Chaired by: Chief Officer Economic Planning and An officer appointed by County Commissioner **Members:**	Review and assess all documents including; M&E reports, M&E work plans, guidelines, indicators, policies etc; Ensure all work plans are consistent with the budgetary request;

				Validate M&E reports through field Visits and M&E backstopping
			Director Economic Planning;	
			County M&E Unit or Planning Unit;	Approve all the reports and present to the CoMEC
			County Directors from all depts.	
				Draft CoMEC agenda
			National Government officers (National Treasury & Planning, Ministry of Devolution)	
5	Sector M&E Committees (SMEC)	M&E Sector Coordinator	Co-Chairs: Appointed Chief Officer from relevant Sector/ head of the department Equivalent from the National Government in that sector Convener: Chief Officer, Economic Planning	Prepare Sector M&E work plans Monitoring and Evaluation of all the programmes, projects and policies within the sector Collect, collate and analyze data in the sector Preparation of all M&E reports in the sector
6	SCoMEC	SCoMEC Secretariat	Co- Chairs: Deputy County Commissioner and Sub-County Administrator **Convener and Secretariat:** M&E Unit or Planning Unit	Promote M&E practices in the sub-county Prepare sub-county M&E plans Draft the sub-county sector M&E reports Validate the data supplied by the various sectors Approve and submit the M&E reports to the TOC thorough the County

Commented [D1]: confirm

				M&E Unit Disseminate M&E reports at the sub-county
7	Ward MEC	Ward MEU	Chair: ward Administrators All heads of Departments at that level both National and County governments Officers in charge of Devolved funds CSOs Private Sector	Shall replicate the role of SCOMEC at their respective levels

Diagram 1 below presents the institutional arrangement for Monitoring and Evaluation. Coordination of M&E shall be through horizontal and vertical structures.

Diagram 1: County Monitoring and Evaluation institutional structure

| County | ←→ | **CABINET** (The Governor and CECs) | ←→ | County Intergovernmental Forum |

CoMEC — Chief Officers/Stakeholders

| **County** Sector Directors | ←→ | **TOC** Directors/stakeholders | ←→ | **National Government** |

| **Sub County** Sector HoDs | ←→ | **SCoMEC** Sector HoDs/ | ←→ | **SCoMEC Secretariat** |

| **Ward** Sector HoDs | ←→ | **Ward MEC** Sector HoDs/ | ←→ | **Ward MECU Secretariat** |

Village MEC — Elders and community

CHAPTER 7

POLICY REVEW AND AMENDMENT

7.0 POLCY REVEW AND AMENDMENT

This chapter Covers policy Review and Amendment provisions.

7.1 Policy Review

The county M&E unit shall from time to time in consultation with its stakeholders review the County M&E policy to ensure that it remains relevant to changing County, National and International dynamics/ environments.

Such Reviews shall incorporate emerging issues and trends, both local and global that impact on the practice of M&E. Specific policy provisions may be reviewed from time to time in circumstances where there is a major legal and policy shift.

Changes arising from such reviews should be in tandem with existing systems such as the County integrated Monitoring and Evaluation System (CIMES) and National Integrated Monitoring and Evaluation system (NIMES)

A comprehensive review or part review of the County M&E policy shall remain the prerogative of the Kericho County Government.

7.2 Policy Amendment

Specific policy provisions may be amended from time to time in circumstances where there is a major legal and policy shift as envisioned in: Constitution of Kenya 2010, County Government Act 2012, Public Finance Management Act and other existing policy frameworks.

ANNEXES

Annex 1: Sample Loframme Template

Logical Framework (Logframe) Example

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	10% increase in the number of Grades 5-6 primary students continuing on to high school within 3 years.	Percentage of Grades 5-6 primary students continuing on to high school.	Comparison of primary and high school enrolment records.	N/A
Outcome	Improve reading proficiency among children in Grades 5-6 by 20% within 3 years.	Reading proficiency among children in Grades 5-6	Six monthly reading proficiency tests using the national assessment tool.	Improved reading proficiency provides self confidence required to stay in school.
Outputs	1. 500 Grade 5-6 students with low reading proficiency complete a reading summer camp	Number of students completing a reading summer camp.	Summer camp attendance records.	Children apply what they learnt in the summer camp.
	2. 500 parents of children in Grade 5-6 with low reading proficiency help their children read at home.	Number of parents helping their children to read at home.	Survey of parents conducted at the end of each summer camp.	Children are interested in reading with their parents.
Activities	1. Run five reading summer camps, each with 100 Grades 5-6 students who have low reading proficiency.	Number of summer camps run.	Summer camp records.	Parents of children with low reading proficiency are interested in them attending the camps.
	2. Distribute 500 "Reading at Home" kits to parents of children attending summary camps.	Number of kits distributed.	Kit distribution records.	Parents are interested and able to use the kits at home.

Commented [P2]: The Outcome is sometimes called the Purpose or Objective.

Commented [P3]: If you have more than one output they can be numbered sequentially.

Commented [P4]: The number of the activity should match the number of the output that it corresponds to (e.g. Activity 1 leads to Output 1).

Annex 2: Sample M&E Framework Template

Monitoring & Evaluation (M&E) Framework Example

	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Goal	Percentage of Grades 6 primary students continuing on to high school.	Number students who start the first day of Grade 7 divided by the total number of Grade 6 students in the previous year, multiplied by 100.	50%	60%	Primary and high school enrolment records.	Annual	Program manager	Annual enrolment report
Outcomes	Reading proficiency among children in Grade 6.	Sum of all reading proficiency test scores for all students in Grade 6 divided by the total number of students in Grade 6.	Average score: 47	Average score: 57	Reading proficiency tests using the national assessment tool.	Every 6 months	Teachers	6 monthly teacher reports
Outputs	Number of students who completed a summer reading camp.	Total number of students who were present on both the first and last day of the summer reading camp.	0	500	Summer camp attendance records.	End of every camp	Teachers	Camp review report
	Number of parents of children in Grade 6 who helped their children read at home in the last week.	Total number of parents who answered "yes" to the question "Did you help your child read at home any time in the last week?"	0	500	Survey of parents.	End of every camp	Program officer	Survey report