

PROJECT MONITORING, EVALUATION AND REPORTING MANUAL



Republic of Kenya



2021

SUBMISSION AND ACCEPTANCE FORM

This document has been submitted as deliverable two for consultancy service to develop standard methodological manual for project level monitoring evaluation and reporting.



Signed:Date: **November 3, 2021**

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Signed.....Date

Principal Secretary,
The National Treasury

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LIST OF ABBREVIATIONS AND ACRONYMS

ADB	African Development Bank
ADP	Annual Development Plan
AFD	Agency Francaise Development
AfDB	African Development Bank
APR	Annual Progress Report
APRM	African Peer Review Mechanism
CAMERs	County Annual Monitoring and Evaluation Reports
CAPER	County Annual Public Expenditure Report
CECM	County Executive Committee Member
CGA	County Government Act 2012
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CIT	Contract Implementation Team
CoB	Controller of Budget
CoDC	County Development Committee
CoG	Council of Governors
CoK	Constitution of Kenya
CRA	Commission on Revenue Allocation
CRC	Citizen Report Card
CS	Cabinet Secretary
CSC	Community Score Card
CSO	Civil Society Organization
DAC	Development Association Committee
DFRD	District Focus for Rural Development
DP	Development Partners
ERS	Economic Recovery Strategy
GoK	Government of Kenya
HMIS	Health Management Information System

IBEC	Intergovernmental Budget and Economic Council
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
IGRA	Intergovernmental Relations Act
IMF	International Monetary fund
KM	Knowledge Management
KNBS	Kenya National Bureau of Statistics
KPI	Key Performance Indicators
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
MCA	Member of County Assembly
MDAs	Ministerial Departments and Agencies
MDGs	Millennium Development Goals
MED	Monitoring and Evaluation Directorate
MER	Monitoring, Evaluation, and Reporting
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MTP	Medium Term Report
NDICC	National Development Implementation Communication Committee
NDITC	National Development Implementation Technical Committee
NEMIS	National Education Management Information System
NEPAD	New Partnership for Africa's Development
NGCA	National Government Coordination Act
NGCDF	National Government Constituency Development Fund
NIMES	National Integrated Monitoring and Evaluation System
NMEC	National Monitoring and Evaluation Committee
OECD	Organization for Economic Cooperation and Development
PAA	Public Audit Act
PAP	People Affected Project
PCN	Project Concept Note

PETs	Public Expenditure Tracking Surveys
PFM	Public Finance Management
PFMA	Public Finance Management Act
PIMIS	Public Investment Management Information Systems.
PIP	Public Investment Project
PLA	Participatory Learning and Action
PME	Project Monitoring and Evaluation
PMER	Project Monitoring, Evaluation and Reporting
PMS	Performance Management System
PPP	Public Private Partnership
PRA	Participatory Rural Appraisal
RDITC	Regional Development Implementation Technical Committee
SARAR	Self-esteem, Association, Resourcefulness, Action planning Responsibility
SCMEC	Sub-County Monitoring and Evaluation Committee
SCMER	Sub-County Monitoring and Evaluation Report
SDGs	Sustainable Development Goals
SDU	Service Delivery Unit
SMEC	Sector Monitoring and Evaluation Committee
SMER	Sector Monitoring and Evaluation Report
SPSS	Statistical Package for Social Sciences
TCT	The County Treasury
TNT	The National Treasury

EXECUTIVE SUMMARY

Monitoring and Evaluation (M&E) is a critical practice in the public sector. It assist the public sector in assessing the performance of projects, identifying challenges and corrective actions to deliver project outputs and improve service delivery. Ever since 2000, when Government of Kenya had the first attempt to put in place a comprehensive M&E System, it has over the years took on board the need a full-fledged national M&E system and its institutionalization. In addition, the government has adopted the M&E tools in the implementation of public programmes/ projects by making the inclusion of monitoring and evaluation activities mandatory in the Ministries, Departments and Agencies (MDAs). The main objective of this engagement was to develop a standard methodological manual for Project Monitoring Evaluation and Reporting to guide MDAs. The specific objectives were to propose tools, templates and techniques for MER, closure, ex-post of Public Investment Projects (PIP). To formulate roles and responsibilities of various institutions in the MER, to create processes and procedures to guide the MER including social and financial accountability and also promote transparency and prudent use of public resources. The users of this manual are mainly staff from MDAs directly involved in project-level implementation but it can also be used by all staff across the government.

The manual is comprised of the essential elements of the PMER which include; Part 1 that describes the rationale which has the purpose and the users of the manual; Part 2 explains the existing policy, legal and regulatory framework within the public sectors; Part 3 discusses the project monitoring and evaluation framework within its institutions, key agencies and their reporting and evaluation, Part 4 covers the key concept of monitoring, evaluation, systems, performance assessments, indicators, matrix, work plans and budgets within MDAs; Part 5 describes the data management, documentation, dissemination and communication.

The manual was developed through a rigorous consultative approach that entailed detailed literature review that prepared the inception report, conducted stakeholder consultations, analyzed current government MER practices, theories and concepts development, translation of information to PowerPoint training materials for Training of Trainers (ToT), and a comprehensive organization of gathered information in narrative report format. The PMER manual will enhance accountability and good governance in the PIP.

PART 1

RATIONALE

1.1 Introduction

This section describes the background that led to the developing of Project Monitoring and Evaluation and Reporting (PMER) manual, the purpose and its main users.

1.2 Background

Monitoring and Evaluation was introduced into formal government development planning in 1983 through the District Focus for Rural Development approach. This was meant to increase citizens' participation into development matters through decentralization. Various committees were formed through the provincial administration where District Commissioners became the chairmen of the District Development Committees and District Development Officers became the secretaries. The whole process was however an ad-hoc exercise, without definitive outputs and outcomes (Omoto, 1998). M&E remained in abeyance until 2000 when it was re-introduced in development planning through Interim Poverty Reduction Strategy Paper and in 2001 through the Poverty Reduction Strategy paper. However, this was focused at the national level and with introduction of the Economic Recovery strategy in 2003-2007, M&E was significantly visible with specific structures that allowed the creation of the National Integrated Monitoring and Evaluation System (NIMES) in 2004. With the introduction of the Kenya Vision 2030 economic blue print, M&E was even made more prominent in the tracking of the vision (GoK, 2015).

The IMF mission identified that some challenges included manual submission of data collected leading to inaccuracies, lack of management information systems (MIS) to store data, inadequate systematic analysis of data to inform decision making, inadequate capacity to effectively manage M&E functions to inadequate clarity on who should lead M&E as well as inadequate resource allocation. In addition, the M&E architecture is based on a range of platforms from Ms. Excel reports and narratives to automated systems. Some MDAs have developed their platforms for uploading and analyzing project information on which they generate monthly, quarterly & annually reports on the physical execution of projects. Most M&E at the MDA level are neither automated nor linked with centralized systems. At the centralized level, the Integrated Financial Management Information System (IFMIS) is widely used for financial transactions. However, the system provides only a limited view of the physical progress of public investment projects.

To add on this, there is an inadequate capacity for national and county governments to monitor and evaluate their projects due to minimal resources, both budgetary and manpower; to track and monitor these projects. At the MDA's level, there is a gap in terms of who and how projects should be monitored leaving the project implementer to act as both the implementer and evaluator; lacking some checks and balances in the M&E process leading to poor project design, planning cost escalation, and implementation delays resulting sometimes in ghost projects. In addition, there is inadequate modern information, Communication and Technology (ICT) infrastructure for enhancing the registering and tracking of public projects files and records.

It is in this regard that the Government of Kenya (GoK) is developing a PMER manual which has integrated both the existing practices, legal and regulatory into a coherent reporting framework. The manual is consistent with the National Government Coordination Act (NGCA) 2012, Intergovernmental Relations Act (IGRA) 2013, Public Financial Management Act (PFMA) 2012, and Public Procurement and Disposal Act (PPDA) 2015. It is also aligned to the Public Finance Management (PFM) regulations 2015 that mandates the CS TNT to prescribe a framework for MER of non-financial performance for use by accounting officers in the evaluation of programs and projects by measuring: financial indicators which shall capture expenditures on the implementation of projects; output indicators which shall measure what is directly supplied through the implementation of the projects; and outcome or results from indicators of the projects which capture the expected effects on intended beneficiaries of the projects.

The use of the PMER manual will facilitate efficient and effective data collection, storage, and dissemination to monitor and report on the non-financial performance of all national government projects besides this, it will also provide a standard format for reporting that will be prescribed and updated from time to time. It will guide accounting officers from national government entities on the timelines, frequency, and reporting arrangements for submitting the monthly, quarterly, annual, and ad hoc financial and non-financial reports relating to the activities of their respective entities to the TNT as per regulation 55(1) of the PFM regulation 2015. The manual proposes to create downstream reporting structures that can provide real-time information to accounting officers, cabinet, and parliament. This means that the asymmetry of information between the project implementers and the critical decision-makers will be a thing of the past.

The PMER manual proposes the establishment of a PFM sub-committee on PM&E to provide technical support to the PFM standing Committee and accounting officer in the PM&E at the agency level. In addition, the manual proposes that the various institutions established to support devolution including the County Budget and Economic Forum (CBEF), Council of Governors (CoG), Joint Intergovernmental Technical Committee (JITC) , Intergovernmental Budget, and Economic Council (IBEC) be utilized to guide project implementation MER. At the national level, project reporting should be through the TNT, cabinet, and parliament. It has also clarified the timelines for submitting a baseline, mid-term, project completion and end-term evaluation reports.

The manual is comprised of the essential elements of a PMER within five parts; Part 1 describes the rationale, purpose and the users of the manual; Part 2 explain the existing policy, legal and regulatory framework within the public sectors; Part 3 discusses the project monitoring and evaluation framework within its institutions, key agencies and their reporting and evaluation, Part 4 covers the key concept of monitoring, evaluation, systems, performance assessments, indicators, matrix, work plans and budgets within MDAs; Part 5 describes data management, documentation, dissemination and communication.

1.3 Purpose of the PMER Manual

The role of M&E as a tool for promoting accountability and good governance in the management of public investments within the public sector has led to the growth in demand for projects MER which provides useful information on public programmes and projects to inform decision making. However, implementation of the PMER varies across various institutions in the public sector. MER processes are also not guided, disjointed and basic principles or good practices are rarely applied. Therefore, this manual proposes a basic coordination framework, introduces the basic components of an effective M&E system in public sectors that will contribute to the learning and improvement from M&E findings, providing a credible basis for evidence-based decision-making and promote learning in the Public Sector. The manual also describes how a comprehensive M&E system can be consistently used to inform problem analysis, project design, implementation, and reporting of M&E findings. The manual can be used as a reference document by various stakeholders. The manual is intended to strengthen the: -

- i). Design of viable PMER system for projects covering institutional structures, reporting procedures, and format.
- ii). Identify key concepts and components of MER systems in the public sector.
- iii). Determine appropriate indicators and targets for implementation processes as well as project-level input, output, outcomes, and impact.
- iv). Identify potential data collection sources, tools, processing, and analysis in tracking project progress and performance.
- v). Develop effective, efficient, flexible, and responsive M&E plans through recording and sharing information on best practices and lessons learned.

1.4 Users of the PMER manual

The PMER manual will be used by public sector staffs, development partners, and the general public who are their major stakeholders in PMER. However, its intended key primary users are MDAs who are involved in project level MER systems and use MER results for informed decision-making. The manual will also be a useful reference during the implementation of MDA's project plans, reporting, dissemination, and communication of MER results. Government institutions can use this manual as a reference to understand the project levels MER systems within their mandates while development partners will use the manual to understand the project level MER structures and assist MDAs to build and develop effective capacities in strengthening advocacy, transparency, accountability, and effective project level outcome delivery through addressing the existing gaps in their operations. The manual reviews policy, legislation, and regulatory MER framework as well as a practice within MDAs and offers a set of concepts, tools and techniques that will assist MDAs heads to improve MER approaches by streamlining the project MER processes, providing a yardstick for measuring progress, and establishing the minimum requirements for a functional MER system in the public sector planning, MER as well as providing guidelines on outputs, outcomes, and projects impact.

PART 2

POLICY, LEGAL

AND REGULATORY

CONTEXT

2.1 Introduction

This part shows the existing policy, legal and regulatory frameworks that PMER manual is anchored on.

2.2 Policy Framework

2.2.1 Vision 2030 and Medium-Term Plans / County Integrated Development Plans.

Kenya Vision 2030 is the long-term development blueprint from which policies, programs, and projects are derived. The Medium-Term Plans is a 5-year National Government development agenda aligned to the Vision 2030 and is implemented through the Annual Development Plans (ADPs) and the 3-year rolling MTEF Budgets. The County Integrated Development plans (CIDPs) mainstreams these national priorities at the county level. These policy documents inform the preparation of ADPs and budgets. PMER on the implementation of these plans, programmes, and projects are coordinated by TNT while implementation is done through the MDAs who are responsible for tracking the implementation of policies, programmes, and projects contained in the development plan in line with international commitments including Sustainable Development Goals (SDGs), Agenda 2063 and other international obligations. The achievement of these plans requires continuous tracking of projects outputs.

2.2.2 Draft Monitoring and Evaluation Policy (2021)

This PMER manual is aligned to the draft M&E Policy (2021) which provides overall guidance on the establishment and implementation of the M&E function in the public sector. The Policy articulates government's commitment to accountability for development results. It defines mechanisms for measuring efficiency and effectiveness of the implementation of public policies, projects, and implementation. It outlines the principles for a strong M&E system as an important instrument for driving the achievements of projects and government operations underpinning the Kenya Vision 2030. Further, it sets the basis for a transparent process by which the citizenry and other development stakeholders can undertake a shared appraisal of results by outlining the roles and responsibilities of public sector institutions, civil society, private sector, academia, media, and development partners involved in the implementation of policies, projects, and programmes.

2.2.3 National Integrated Monitoring and Evaluation System (NIMES)

The 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 the implementation progress of the country's priority policies, projects, and programmes outlined in key policy documents such; MTPs, CIDPs, devolved funds programmes, the National Accountability Management Framework (NAMF), Performance Contracts (PC), and the Performance Appraisal System (PAS). It is also designed to report on the government's commitments to international frameworks such as the SDGs, the African Union Agenda 2063, the New Partnership for Africa's Development (NEPAD), and the African Peer Review Mechanism (APRM). The project M&E Framework is aligned to the draft M&E policy and brings further detail, clarity, and direction to the NIMES system specifically for project-level reporting. 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 coordinate and link national and county level M&E systems.

The e-ProMIS is being re-engineered to Public Investment Management Information System (PIMIS) that will automate the whole project cycle. It will include; project identification and planning, project pre-feasibility and pre-appraisal, project feasibility and appraisal, project selection for budgeting, implementation, monitoring, evaluation and reporting, project closure, sustainability and impact assessment. In addition, PIMIS 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 TNT. This platform will improve access, timeliness, and publication of national data, and will also serve as a useful database for research and analysis in the country. In addition, the dissemination and utilization of data and a communications strategy for M&E data and analyses are included in the system.

2.3 The Constitution of Kenya 2010

To ensure greater transparency and accountability, the Constitution of Kenya requires that the government uses the M&E mechanism as an integral part of developing and executing government policies, programmes, projects, resource allocation and management at the two levels of government. The 2010 Constitution articles related to planning include articles 10, 56, 174, 185, 201, 203, 225, 226, and 227, which emphasize the need for transparency, integrity, access to information, and accountability principles embraced in resource allocation and management. Schedule 4 of the Constitution of Kenya defines the functions of each level of government, including ensuring and coordinating the participation of communities in governance at the local level and assisting communities to develop the administrative capacity for the effective exercise of the functions and powers conferred by the constitution.

2.4 Legal Framework

The MER system borrow from the existing legal, regulatory framework. The detailed provisions in law include:

2.4.1 Institutional Arrangements

2.4.1.1 National Government Coordination Act (NGCA) 2012

The NGCA 2012 empowers the President to establish such committees of Principal Secretaries and such other committees or mechanisms as may be necessary for the effective coordination of the national government functions under section 13(1) of the Act. Section 13 (5) establishes committees that have all the necessary powers for the proper performance of their functions under this Act or any other written law. Therefore, the NGCA 2012 provides a sufficient legal framework for coordinating the PMER at the National level. In addition, there is sufficient legal backing for the establishment of coordinating mechanisms to backstop the PMER function through the office of the CS at the Ministry level.

2.4.1.2 Intergovernmental Relations Act (IGRA) 2013

a) National and County Government Coordinating Summit

The IGRA 2013 establishes the National and County Government coordinating Summit as a forum for consultation and cooperation between the national and county governments in the

following:- consideration of reports from other intergovernmental forums and other bodies on matters affecting national interest; evaluating the performance of national or county governments and recommending appropriate action; receiving progress reports and providing advice as appropriate; monitoring the implementation of national and county development plans and recommending appropriate action; coordinating and harmonizing the development of county and national governments policies. In addition, section 10 (1) of the IGRA 2013 provides that the Summit shall submit an annual report to the National Assembly, the Senate, and the county assemblies, within three months after the end of every financial year. Therefore, the IGRA 2013 contains sufficient provisions to support a seamless and coherent reporting system between the national and county governments in the implementation, MER of projects and programmes. This will ensure harmony, synergy, and collaboration which are crucial in the project implementation and operating stages. The National and County Government Summit will be supported by the following structures;

b) Council of Governors (CoG)

The CoG established under section 19 (1) of the IGRA 2013 is a forum for consultation among county governments; sharing of information on the performance of the counties in the execution of their functions with the objective of learning and promotion of best practice and where necessary, initiating preventive or corrective action; receiving reports and monitoring the implementation of inter-county agreements on inter-county projects; consideration of reports from other intergovernmental forums on matters affecting national and county interests or relating to the performance of counties; and performing any other function as may be conferred on it by the Act or any other legislation or that it may consider necessary or appropriate.

Section 20 (2) of the IGRA 2013 provides that the Council shall have powers to establish other intergovernmental forums including inter-city and municipality forums. It also provides under section 20(3) that the Council may establish sectorial working groups or committees for the better carrying out of its functions. Therefore, is evidence that there is sufficient legal backing for a consultative mechanism that can be utilized for lesson learning, experience sharing among county governments in the implementation, monitoring, and reporting of projects and programmes. In

addition, the IGRA 2013 mandates the CoG to develop sectorial Sector Working Groups to support this effort.

c) Intergovernmental Relations Technical Committee (IGRTC).

The IGRTC was established under section 11 of the IGRA 2013 is the main agency responsible for the day to day administration of the Summit and of the Council. It facilitates the activities of the Summit and the Council, implement the decisions of the Summit and the Council, convenes a meeting of the forty-seven County Secretaries within thirty days preceding every Summit meeting; and performs any other function as may be conferred on it by the Summit, the Council, this Act or any other legislation.

Section 13 (1) of the IGRA 2013 provides that the IGRTC may establish sectorial working groups or committees for carrying out its functions. Section 13(2) provides that a CS/Devolution may convene consultative fora on sectorial issues of common interest to the national and county governments. It is therefore clear that there is enough legal backing in the statute books for an institutionalized central secretariat that can support cooperation at a technical level for both the national and county government programmes and projects. These provisions also allow for the creation of sectorial forums to support processes including the MER processes.

2.4.1.2 The Public Finance Management Act (PFMA) 2012

a) Intergovernmental Budget and Economic Council (IBEC)

The IBEC was established under section 187 of the PFMA 2012 is a forum for consultation and cooperation between the national government and county governments on the contents of the Budget Policy Statement, the Budget Review, Outlook Paper, and the Medium-Term Debt Management Strategy; matters relating to budgeting, the economy and financial management and integrated development at the national and county level; matters relating to borrowing and the framework for national government loan guarantees, criteria for guarantees and eligibility for guarantees. Section 187 (4) of the PFMA 2012 provides that TNT shall provide secretariat services to the Council and assign or appoint such support staff as may be necessary for the Council to effectively perform its functions. Therefore, there is sufficient provision in law to support a consultative mechanism between the National and County Governments in budget

matters including PMER, evaluation findings; lessons learnt can be adopted by both the national and county governments.

b) Joint Intergovernmental Technical Committee (JITC)

The JITC is established under section 100 of PFMA 2012 is a forum to discuss and review any action of intervention including resolving a county government's financial problems and the recovery plan and the effectiveness of the recovery plan. Section 100 requires the JITC submits progress reports every four months and, where appropriate, a final report on the intervention to the CS /TNT, the CECM for finance, the relevant county Assembly, the IBEC and the Senate. Therefore, there is sufficient provision in law to support corrective action on project-related challenges captured in PME reports.

c) County Budget and Economic Forum (CBEF)

The CBEF was established under section 137 (1) of the PFMA 2012 is a forum for consultation by the county government on the preparation of county plans, the county fiscal strategy paper, and the budget review and outlook paper for the county; and matters relating to budgeting, the economy and financial management at the county level. The CBEF can be utilized as a consultative mechanism that can be utilized to report on the performance of projects at the county level.

2.4.1.4 Public Finance Management (PFM) Regulations 2015

a) PFM Standing Committee

The PFM Standing Committee is established under PFM regulation 18(1), it provides strategic guidance to a public entity on PFM matters. Regulation 18(2) provides that the Standing Committee shall be composed of; the Accounting Officer as chairperson of the Standing Committee; an officer designated by the Accounting Officer as secretary of the Standing Committee and who shall be either the head of the finance or accounts units or head of both finance and accounts units of the entity and heads of departments or administrative units dealing with public finance management matters. Regulation 18(3) provides that the Standing Committee shall meet as often as is necessary but at least once every quarter to coordinate management of public finance for entities and shall be accountable to the CS responsible for the entity or in case of Parliament, Judiciary, Independent Offices, and Commissions, to the head of that entity.

Regulation 18(4) provides that the Standing Committee may establish sub-committees for the better carrying out of its roles and responsibilities under this regulation.

PFM Regulation 19 (1) provides that the Standing Committee shall generally be responsible for: (a) ensuring that there is prioritization on resources allocated to a national government entity for the smooth implementation of the entities mission, strategy, goals, risk policy plans and objectives; regularly reviewing, monitoring budget implementation and advice on the entities accounts, major capital expenditures and reviewing performance and strategies at least on a quarterly basis; identifying risks and implementation of appropriate measures to manage such risks or anticipated changes impacting on the entity; (d) reviewing on a regular basis the adequacy and integrity of the entity's internal control, acquisition and divestitures and management information systems including compliance with applicable laws, regulations, rules and guidelines; (e) establishing and implementing a system that provides necessary information to the stakeholders including stakeholder communication policy for the entity in line with Article 35 of the Constitution; (f) monitoring the effectiveness of the corporate governance practices under which the entity operates and propose revisions as may be required, from time to time; (g) monitoring timely resolution of audit issues; and (h) any other matter referred to it from time to time by the responsible CS or in the case of Parliament, Judiciary, independent office and commissions, the head of that entity.

PFM Regulation 19(2) provides that the Standing Committee shall submit a quarterly report of its work including any recommendations to the responsible CS. In that regard, the PFM Standing committee is a crucial structure in the coordination of PMER at an agency level. In addition, this provision empowers the PFM standing committee to establish sub-committees to support the MER processes.

2.4.1.5 Public Procurement and Disposal Act (PPDA) 2015

a) Contract Implementation Team (CIT)

Section 151(1) of the PPDA 2015 provides that for every complex and specialized procurement contract, the accounting officer of a procuring entity shall appoint a CIT which shall responsible for: monitoring the performance of the contractor, to ensure that all delivery or performance

obligations are met or appropriate action taken by the procuring entity in the event of obligations not being met; ensure that the contractor submits all required documentation as specified in the tendering documents, the contract and as required by law; ensure that the procuring entity meets all its payment and other obligations on time and in accordance with the contract; ensure that there is right quality and within the time frame, where required;

In addition, CIT shall review any contract variation requests and make recommendations to the respective tender awarding authority for considerations and such reviews for variation shall be clearly justified by the technical department in writing backed by supporting evidence and submitted to the head of the procurement function for processing; manage handover or acceptance procedures as prescribed; make recommendations for contract termination, where appropriate; ensure that the contract is complete, prior to closing the contract file including all handover procedures, transfers of title if need be and that the final retention payment has been made; ensure that all contract administration records are complete, up to date, filed and archived as required; ensure that the contractor acts in accordance with the provisions of the contract; ensure discharge of performance guarantee where required.

Section 152 of the PPDA 2015 provides that the head of the procurement function shall prepare monthly progress reports of all procurement contracts of the procuring entity and submit them to the accounting officer. This provision empowers the project implementation units by providing a linkage between project and contract management.

2.4.1.6 Public Procurement and Disposal Regulations (PPDR) 2021

PPDR Regulations 137 provides that in managing complex and specialized procurement contracts under section 151 of the act: (a) the accounting officer of a procuring entity shall have in place a CIT to ensure that the right quality and quantity of goods, works, and services are procured; (b) the contract shall have a commencement date; contract implementation shall be as per the project implementation plan agreed upon by the contractor and the procuring entity; (c) the plan referred to under paragraph (d) shall include: (i) the list of activities planned to be carried out, (ii) the deadline for each activity, monthly cash planning forecast, and any other information as required

by a procuring entity; (e) the requirement of the contract shall be closely monitored to ensure that there are no deviations or risks and those identified dealt with in time.

PPDR Regulation 138(7) provides that after every review meeting, a status report shall be prepared to be shared by the parties and shall include: (a) executive summary, report on the performance of activities and budget, and (b) any other relevant to the contract such as environmental and general observation including performance rating while regulations 138(8) provides that the contract manager shall report to the accounting officer the outcome of such a contract review meeting. This provision empowers the project implementation units by providing a linkage between project and contract management.

2.4.2 Integrated Development Planning

PFMA, Section 35 (1) and 125(1) provides that the budget process for the national and county government in any financial year shall comprise the following stages: integrated development planning process which shall include both long term and medium-term planning; planning and establishing financial and economic priorities for the county over the medium term; evaluating and accounting for, the national government's budgeted revenues and expenditures; and reviewing and reporting on those budgeted revenues and expenditures every three months.

2.4.3 Monitoring and Evaluation of Public Finances

PFMA 2012, Section 12 and 104, defines the responsibility to monitor, evaluate and oversee the management of public finances and economic affairs of the national and county government, including the monitoring of the national/county government's entities to ensure compliance with the 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 national or county assembly on the implementation of the annual national or county budget. Additional functions given to TNT/TCT by the PFMA 2012 include: monitoring the national or county government's entities to ensure compliance with this Act and reporting regularly to the national or county assembly on implementation of the annual county budget. This provision provides the backing for a project monitoring and evaluation system by the national and county treasuries. This also provides sufficient backing for a reporting framework to be coordinated by TNT/TCT.

2.4.4 Public Participation

Section 207(1) of the PFMA 2012 provides that the PFM Regulations may provide for participatory governance for purposes of this Act. Section 207(2) provides that Regulations made under this section may provide for the following matters: structures for participation; mechanisms, processes, and procedures for participation; receipt, processing, and consideration of petitions, and complaints lodged by members of the community among other functions. This provision supports participatory M&E, and accountability.

2.4.5 Monitoring of Non-Financial Performance

2.4.5.1 PFM (National Government Regulations, 2015)

Regulations 136(1) of the PFM (National Government) Regulations 2015, mandates that the CS/TNT shall prescribe a framework for monitoring and reporting on non-financial performance for use by accounting officers in the evaluation of programmes and projects by measuring: financial indicators which shall capture expenditures on the implementation of programmes and projects; An outputs indicator which shall measure what is directly supplied through the implementation of the programmes and projects; and outcome or results from indicators of the programme or projects which capture the expected effects on intended beneficiaries of the programme or project. This provision supports the establishment of a PMER framework.

2.4.5.2 Power of the CS /TNT to establish an MER System

PFM Regulations 136(2) mandates the CS to set up a system that shall facilitate efficient and effective data collection, storage, and exchange to monitor and report on the non- financial performance of the national government entity's programmes and projects. Regulation 136 (3) provides that an Accounting Officer shall put in place efficient and effective systems to monitor and report on non-financial performance for his or her national government entity's programmes and projects based on the prescribed format under paragraphs (1) and (2) and submit a report to the CS responsible for planning with a copy to the Auditor- General. Regulations 136(4) provides the CS to consolidate all the reports received under paragraph 136 (5) and submit a report to the CS and publish and publicize it within seven (6) days after submitting it to the CS. These provisions support the establishment of a system with an efficient data collection mechanism,

standardized formats to be issued from time to time, to consolidated and publish these project reports.

2.4.5.3 Monthly, Quarterly and Annual Progress Reporting

PIM Guideline 23(1) provides that an accounting officer shall ensure that the project progress report and status are updated regularly but at least monthly and in line with the monitoring plan. Guideline 23(2) provides that an accounting officer shall prepare a report on a quarterly and annual basis on the performance of the projects together with any interventions and submit to TNT in standard templates provided in the Sixth Schedule of the PIM Guidelines through the PIMIS. This guideline provides the timelines, the obligation to report monthly, quarterly, and annually as per the PFMA 2012.

2.4.5.4 Quarterly/ Annual Consolidated Progress Reporting

PIM guideline 23 provides that the cumulative quarterly project implementation report shall be submitted to TNT by the accounting officers in the PIMIS every quarter on or before the 15th day of the succeeding month. Guideline 23 provides that TNT shall analyse cumulative quarterly project implementation report submitted by accounting officers in the PIMIS every quarter and prepare a consolidated project implementation status report on or before the 30th day of the succeeding month to inform the budget execution process and public investment decisions.

PIM guideline 23 provides that TNT while preparing consolidated quarterly cumulative and annual project reports incorporate the comments from the department responsible for planning with key recommendations and submit them to Cabinet to inform planning, policy, and budgeting of public investments. In addition, guideline 23 provides that an ad-hoc or any other impromptu reports necessitated by unforeseen circumstances shall be prepared and attached in the PIMIS by the responsible accounting officer. This guideline empowers TNT to consolidate the quarterly and annual progress reports and publish them as per the PFMA.

2.4.5.5 Project Closure Reporting

PIM guideline 24 (1) provides that an accounting officer shall prepare a project completion certificate and a project completion report confirming that the project has delivered all outputs as

per the standards and specifications set out in the contract. Guideline 24(2) provides that a completion certificate shall be prepared in the format provided for under the Eighth Schedule of the PIM Guidelines. Guideline 24(3) provides that an accounting officer shall prepare and submit a project completion report and submit them to TNT in standard templates provided in the Fifth Schedule of the PIM Guidelines through the PIMIS. Guideline 24(4) an accounting officer shall upload the project completion certificate and the project completion report in the PIMIS.

PIM guideline 24(5) provides that where a project implementation unit exists, and the project either comes to an end or is terminated, the accounting officer shall ensure that project technical and financial closure are done following the financing agreement, the Act, the PPDA 2015, and the Public Audit Act (PAA), 2015. Guideline 24 (6) provides that an accounting officer shall ensure project accountability closure reports including the final financial report and audit report are uploaded in the system. Guideline 24(7) provides that the project is deemed to have been completed when all the project outputs have been delivered or when the contractor has fully discharged his or her responsibility and handed over the project to the relevant accounting officer. This provision provides sufficient backing for project closure reporting on PIP.

2.4.5.6 Mid-Term, End-Term or Ex-Post Evaluation

PIM guideline 14(a), 22(3) (b), and 26(c) provide for evaluation of projects at various stages during the life of the project. They include a mid-term evaluation midway, end-term evaluation after project closure, and ex-post evaluation within 5 years after closure. In addition, guideline 26 (1) provides that an accounting officer shall, within five years after project completion, undertake a project ex-post evaluation on a sample basis and submit a report to TNT and copy to the department responsible for planning in a standard template provided for in the First Schedule of these guidelines through the PIMIS. This provision provides a sufficient legal grounding for ex-post evaluation and backing for national and county governments to conduct project evaluations.

2.4.5.7 Public Investment Management Information System (PIMIS).

PIM guideline 27(1) mandates TNT to designing and maintaining an efficient, effective and reliable PIMIS to automate the PIM processes and shall be used for managing the whole project

cycle including the PMER. Guideline 27(2) provides that all project information including approvals shall be reported through the PIMIS guideline. Furthermore, PIM guideline 27(3) provides that the PIMIS shall provide for a public interface where the public will be able to access project information following the Access to Information Act, 2016. In that regard, this provision empowers TNT to develop a MIS that can be used in PMER in line with section 12(1) e of the PFMA 2012.

PART 3

PROJECT

MONITORING

AND

EVALUATION

SYSTEM

3.1 Introduction

This part defines the various provisions of laws and the respective organisational structures and agencies that supports MER. It also explains how project reporting and evaluation for public investment projects are done.

3.2 INSTITUTIONAL STRUCTURES

3.2.1 National Level

3.2.1.1 Parliament and County Assemblies

The role of Parliament and the County Assemblies in the MER process shall be to; (a) provide oversight over the budgeting process, appropriate budget estimates of revenue and expenditure to PIP as provided for by the appropriation Act; and (b) review consolidated monthly, annual and quarterly status report from TNT /TCT to lessons learnt, inform budget allocations and make appropriate legal and regulatory changes to address them. The Parliamentary Standing Committee on Budget and Appropriations is the responsible committee on all matters related to coordination, MER on all public investment projects. It uses the MER including the audit findings in making decisions.

3.2.1.2 Office of the President

The office of the President is responsible for providing policy guidance and direction on M&E of PIP through executive orders on the following: establish such committees of Principal Secretaries for the effective co-ordination of the national government functions in line with section 13(1) of the NGCA 2012; through the CS, to decentralize to the extent necessary the mechanisms or committees referred to in section 13(1) in line with the provisions of section 13(2); (c) assign functions as he or she thinks to the co-ordination committees referred to in section 13(1); (d) general coordination on MER of PIP; (e) formulating policies on the implementation of PIP; (f) general policy direction on the institutional structures, processes and timelines for MER of PIP; and (g) regularly report on the status of projects being implemented by State Corporations from the Management Audits.

3.2.1.3 Cabinet

The Cabinet established under article 152 of the Constitution of Kenya 2010 is a key structure in the Management of Public Investments in the Country. The Cabinet is responsible for providing overall policy direction in the M&E system including the following: (a) providing strategic leadership and interventions in public investment processes; (b) issue policies required for proper, efficient, and effective management of public investment processes including MER; and (c) reviewing of consolidated project annual report for the TNT and provide feedback.

3.2.1.3.1 Cabinet Office

The Cabinet Office referred to under section 154(3) (a) of the Constitution of Kenya 2010 shall be the main agency for coordinating the affairs of the Cabinet. The Cabinet Office is a crucial organ in the MER processes as a technical arm of the Cabinet. The following structure will provide a supportive role:

3.2.1.3.1.1 National Development Implementation Communication Cabinet Committee (NDICCC)

The NDICCC established under Executive Order no 1 of 2019 is generally responsible for general policy direction on PM&E.

3.2.1.3.1.2 National Development Implementation Technical Committee (NDITC)

The NDITC established under Executive Order no 1 of 2019 is responsible for the implementation of the projects and the day-to-day monitoring tracking and of national government projects and programmes.

3.2.1.3.1.3 Public Investments Portfolio Technical Group (PIPTG)

The PIPTG is responsible for providing technical support to the NDICCC and NDITC in the tracking of projects and programmes.

3.2.2 Regional and County Level

3.2.2.1 Regional Development Implementation Technical Committee (RDITC)

The RDITC established under Executive Order no 1 of 2019 and coordinated by the National Government Administrative Officers (NGAO) at the regional level is responsible for coordinating the regular and independent MER of PIP by making regular field visits to project sites by staff from the regional and county levels. This committee is responsible for the day-to-day tracking and monitoring of national government projects within their jurisdictions.

3.2.2.2 County Development Implementation Technical Committee (CDITC)

The CDITC are established under Executive Order no 1 of 2019 and coordinated by the NGAO at the county level is responsible for coordinating the regular and independent MER of PIP by making regular field visits to project sites by staff from the regional and county levels. These committees are responsible for the day-to-day tracking and monitoring of national government projects within their jurisdictions.

3.2.3 Intergovernmental Level

3.2.3.1 National and County Intergovernmental Summit (NCIS)

The NCIS was established under Section 7(1) of the IGRA 2012 which is the apex body for intergovernmental relations. Section 7(2) provides that the Summit shall be constituted as follows: (a) the President or in the absence of the President, the Deputy President, who shall be the chairperson; and (b) the governors of the forty-seven counties. Section 7(3) states that the chairperson of the Council of Governors elected under section 19 shall be the vice-chairperson of the Summit.

The Summit is responsible for, among other functions, monitoring the implementation of national and county development plans and recommending appropriate action, and coordinating and harmonizing the development of National and County governments' policies. The Summit shall among other things assist in the coordination of projects through (a) consultation and co-operation between the national and county governments; (b) consideration of reports from other intergovernmental forums and other bodies on matters affecting national interest; (c) evaluating the performance of national or county governments and recommending appropriate action; (d) receiving progress reports and providing advice as appropriate; and (e) monitoring the implementation of national and county development plans and recommending appropriate action.

The summit is mandated by section 10 (1) of the IGRA 2012 which states that the Summit shall submit an annual report to the National Assembly, the Senate, and the county assemblies, within three months after the end of every financial year. Section 10(2) states that the National Assembly, the Senate, or the county assemblies shall, upon receiving the annual report under subsection (1), make such recommendations to the Summit as they may consider necessary. Section 10(3) provides that the National Assembly, the Senate, or the county assemblies may, at any time, request information from the Summit on any matter. The summit provides a forum for consultation and cooperation between the national and counties in projects including MER processes.

3.2.3.2 Intergovernmental Budget and Economic Council (IBEC)

The IBEC was established under Section 187 of the PFMA 2012. Its role is to provide a forum for consultation and cooperation between the National and County governments on issues of budget management and short-term borrowing. The IBEC Policy is expected to provide a forum for consultation on the tracking of national and county projects and programmes in a unified manner including the tracking of the Summit, CoG among others. The IBEC is a crucial body in budget review including the project reporting.

3.2.3.3 Joint Intergovernmental Technical Committee (JITC)

The JITC established under section 100 (1) of the PFMA 2012 is comprised of the following members: (a) the CS responsible for finance; (b) the CS responsible for matters relating to intergovernmental relations; (c) a representative of the county government or county government entity concerned; (d) a representative of the IBEC; (e) a representative of the CRA; and (f) any other person invited by the joint committee. This joint committee will be crucial in reporting progress on projects and programmes as per section 100 (4) which mandates the joint committee to submit progress reports every four months and, where appropriate, a final report on the intervention to the CS/ TNT, the CECM for finance, the relevant county Assembly, the IBEC and the Senate. The joint committee is crucial in resolving financial challenges affecting the project being implemented by the national government and counties either jointly or individually.

3.2.3.4 Council of Governors (CoG)

The CoG was established under section 19 (1) of IGRA. It is a forum for : (a) consultation amongst county governments; (b) sharing of information on the performance of the counties in the execution of their functions with the objective of learning and promotion of best practice and where necessary, initiating preventive or corrective action; (c) receiving reports and monitoring the implementation of inter- county agreements on inter-county projects; (d) consideration of matters referred to the Council by a member of the public; (e) consideration of reports from other intergovernmental forums on matters affecting national and county interests or relating to the performance of counties; and (f) performing any other function as may be conferred on it by this Act or any other legislation or that it may consider necessary or appropriate.

The functions of the CoG as set out under the IGRA, 2012 include among others, providing a forum for (a) consultation amongst county governments; (b) Sharing of information on the performance of the Counties in the execution of their functions with the objective of learning and promotion of best practice and where necessary, initiating preventive or corrective action; (c) Receiving reports and monitoring the implementation of inter-county agreements on inter-county projects; and (d) Consideration of reports from other intergovernmental forums on matters affecting National and County interests or relating to the performance of Counties. The CoG is thus important in establishing the link between National and Counties in project reporting processes.

3.2.3.5 Intergovernmental Relations Technical Committee (IGRTC)

The IRTC was established under section 12(1) of the IGRA 2013 shall: (a) be responsible for the day to day administration of the Summit and of the Council and in particular (i) facilitate the activities of the Summit and the Council; (ii) implement the decisions of the Summit and the Council; (b) take over the residual functions of the transition entity established under the law relating to the transition to the devolved government after dissolution of such entity; (c) convene a meeting of the forty-seven County Secretaries within thirty days preceding every Summit meeting; and (d) perform any other function as may be conferred on it by the Summit, the Council,

this Act or any other legislation. The IGRTC will be crucial as a secretariat of the Summit and CoG and a key organ in the project reporting processes.

3.2.3.6 County Budget and Economic Forum (CBEF)

The CBEF established was under section 137 (1) consist of (a) the Governor of the county who shall be the chairperson; (b) other members of the CECM; (c) a number of representatives, not being county public officers, equal to the number of CECM appointed by the Governor from persons nominated by organizations representing professionals, business, labour issues, women, persons with disabilities, the elderly and faith-based groups at the county level. The CBEF is mandated by section 137 (3) to be the main forum that will provide a means for consultation by the county government on: (a) preparation of county plans, the County Fiscal Strategy Paper (CFSP), and the Budget Review and Outlook Paper for the county; and b) matters relating to budgeting, the economy and financial management at the county level. In addition to the above, consultations shall be under the consultation process provided in the law relating to county governments. The CBEF can be utilized in the participatory M&E processes at the county level.

3.2.4 Sector Level

3.1.4.1 Sector Working Groups (SWGs)

The SWGs are to responsible for coordinating policy, planning, budgeting, monitoring, and reporting on the implementation of PIP within the sector.

3.2.4.1.1 Sector Technical Support Groups (STSGs)

The SWGs shall be supported by STSGs that are composed of representatives of the different agencies in a sector.

3.2.5 Ministries/ County Departmental/ Agency Level

CS/CECM shall ensure coordination and operationalization of Project Reporting arrangements within their MDAs. To add to this, the Ministry/County Governments shall use the following structures in the coordination of PMER.

3.2.5.1 CS/County Executive Committee Member (CECM)

The CS/CECM established under article 179(1) of the Constitution of Kenya 2010 shall be the main coordinating organ for PMER at the national and the county level. The CS/CECM is responsible for providing overall policy direction in the M&E system including the following: (a) providing strategic leadership and interventions in public investment processes; (b) issue policies required for proper, efficient, and effective management of public investment processes including MER; and (c) reviewing of consolidated project annual report for TNT/TCT and provide feedback. The CS/CECM is responsible for: (a) providing strategic leadership and interventions during the implementation of PIP; (b) provide necessary reviews, approvals for MER for PIP.

3.2.5.2 Accounting Officer/Principal Secretaries/Chief Officers/C.E.Os. of Public Entities

The accounting officer established under section 83 of the PFMA 2012 is responsible for monthly, quarterly, and annual progress reports to TNT with copies to the Controller of Budget, Auditor General among others.

3.2.5.3 Public Finance Management Standing Committee

The PFM Standing Committee established by regulation 18 of the PFMA 2012 is a key committee that can coordinate the implementation MER of PIP.

3.1.5.3.1 PFM Sub-Committee on PMER

Regulations 18(3) of the PFM Regulations 2015 provide for the establishment of PFM standing sub-committees. Because of that, a sub-committee of the PFM standing committee on monitoring, evaluation, and reporting is key in coordinating the implementation, MER on PIP and report to the main sub-committee.

3.2.5.4 Contract Implementation Team (CIT)

This is established under section 151(1) of the PPDA 2015 is responsible for contract management and coordinating the tracking of complex and specialized contracts. The CIT is a key committee as part of tracking overall progress by tracking individual contracts.

3.3 Key Agencies

The following key agencies are critical in the implementation of projects:

3.3.1 The National Treasury (TNT)

(i) Budgeting

TNT is responsible for coordinating the overall budget process at the National level; mobilizing, allocating, and disbursing resources for financing projects.

(ii) Accounting and Exchequer Release

TNT is responsible for releasing exchequer as per the cash flow plans. TNT will use the real-time data in these reports to process and release funds for projects depending on status or review releases for projects that may be moving slowly.

(iii) Public Investment Management (PIM)

TNT which is the main agency responsible for managing the PIM function at the National Level and is also responsible for managing the National Project Database or the PIMIS, also known as the project data bank.

(iv) Resource Mobilization

TNT is also responsible to mobilize resources in the form of grants and loans including (a) Managing debt and external financing of PIP; and (b) provide data, information, and technical support for PIP.

(v) Public-Private Partnerships (PPPP)

TNT is responsible for the PPP function as per the PPP Act 2013 including (a) tracking all projects being implemented under the PPP arrangements; and (b) reporting on all PPP funded projects.

3.3.2 Planning

(i) Monitoring and Evaluation (M&E)

The M&E is a key agency that will use the findings and reports from the projects to track the implementation of the national development plans, policies, and programmes through the

(NIMES). The M&E function will benefit from the project evaluation reports for selected PIP to inform the preparation of plans, policies, and strategies.

(ii) The National Government, Regional, County Planning Units

The National Government, Regional Planning Units are crucial in the coordination of the monitoring and reporting processes by liaising with the different National Government Departments at the Regional and Level and by providing provide secretariat services to the RCDITC.

3.3.3 Coordination of government

(i) Presidential Delivery Unit (PDU)

The Presidential Delivery Unit is responsible for overseeing effective implementation, M&E of strategic PIP to implement the presidential agenda e.g. Big 4 initiative. The unit is key in MER on the President's key development priorities.

3.3.4 Public Service

(i) Public Service Performance monitoring

The Public Service Performance Management and Monitoring are responsible for vetting MDAs to ensure performance contracting targets are consistent with the strategic plans, annual work plans, procurement plans, and program performance targets in the MTEF and sector budget reports; evaluating PIP performance during the annual evaluation and prepare a report to inform budgeting.

(ii) Performance Appraisal Systems

The Public Service Commission of Kenya (PSCK) uses performance appraisal and performance improvement to strengthen institutional support for supervision and better service delivery. According to the Government of Kenya (2007), the development of sector performance standards marks important milestones in government implementation of the performance contracting process. This PAS system can be harnessed to promote project implementation and the PMER process by entrusting individuals with the responsibility to deliver.

3.3.5 Public works

The public works department is responsible for public works management by providing technical support for infrastructure projects including (a) provision of technical designs, information, and technical support in the monitoring of PIP; (b) supporting the Monitoring Unit and MDAs in supervision on PIP and (c) provision of standards on the technical and engineering aspects of a project.

3.3.6 Inspectorate of State Corporations

The Inspectorate of State Corporations is responsible for the performance management of State Corporation through management audits.

3.3.7 Vision 2030 Secretariat

The Vision 2030 Secretariat tracks the implementation of flagships projects under the Kenya vision 2030.

3.3.8 Coordination Mechanisms

The coordination mechanisms established by the NGCA 2013 including the Office of the President, the Cabinet, the Cabinet Office and the co-ordination committees established by Executive Order No 1 of 2019 on the framework for the coordination of national government projects and programmes shall be the main coordination mechanism at the national level.

To support the mechanisms established by the NGCA 2013, the intergovernmental mechanisms established under the IGRA 2013 and the PFMA 2012 including the National and County Government Summit, IBEC, CoG, and CBEF. These shall be the main organs established under the IGRA 2013 to provide policy direction for projects being implemented by counties including policy guidance and direction on MER. In addition, the SWGs, and STSGs established in the Medium-Term Budget processes shall provide consultation mechanisms at the sector-wide level. These will assist MDAs to promote sector-wide objectives thereby providing synergy among agencies within the sector.

At the MDA level, the coordination mechanism provided under the PFMA 2012 include the PFM standing committees, PFM standing committee on M&E or project committees shall provide

overall guidance in MER. They shall be supported by the M&E committee, project implementation teams and CIT in MER. Figure 3.1 and 3.2 below shows the linkages between the various structures in PMER.

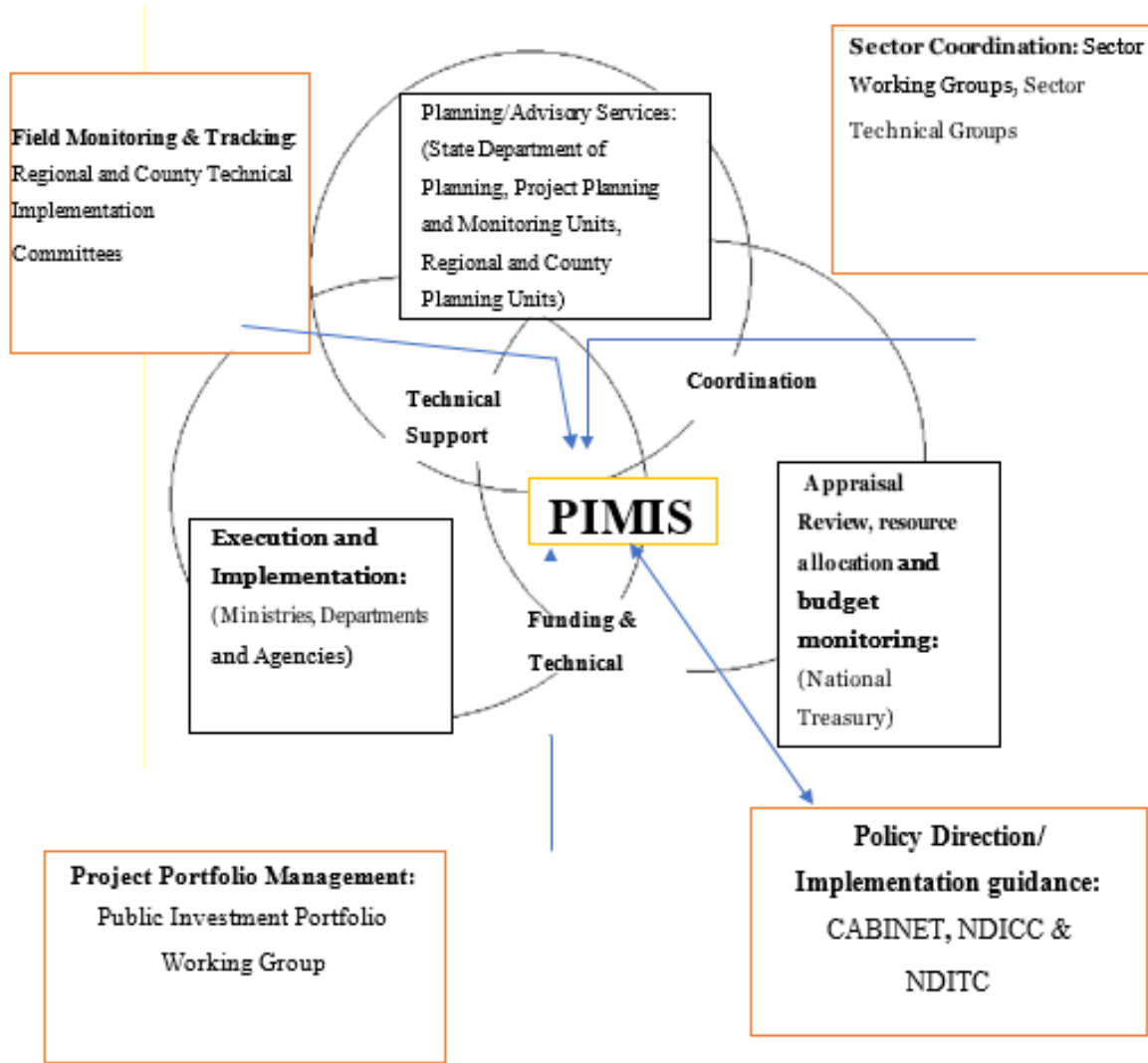


Figure 3. 1: Coordination Mechanisms

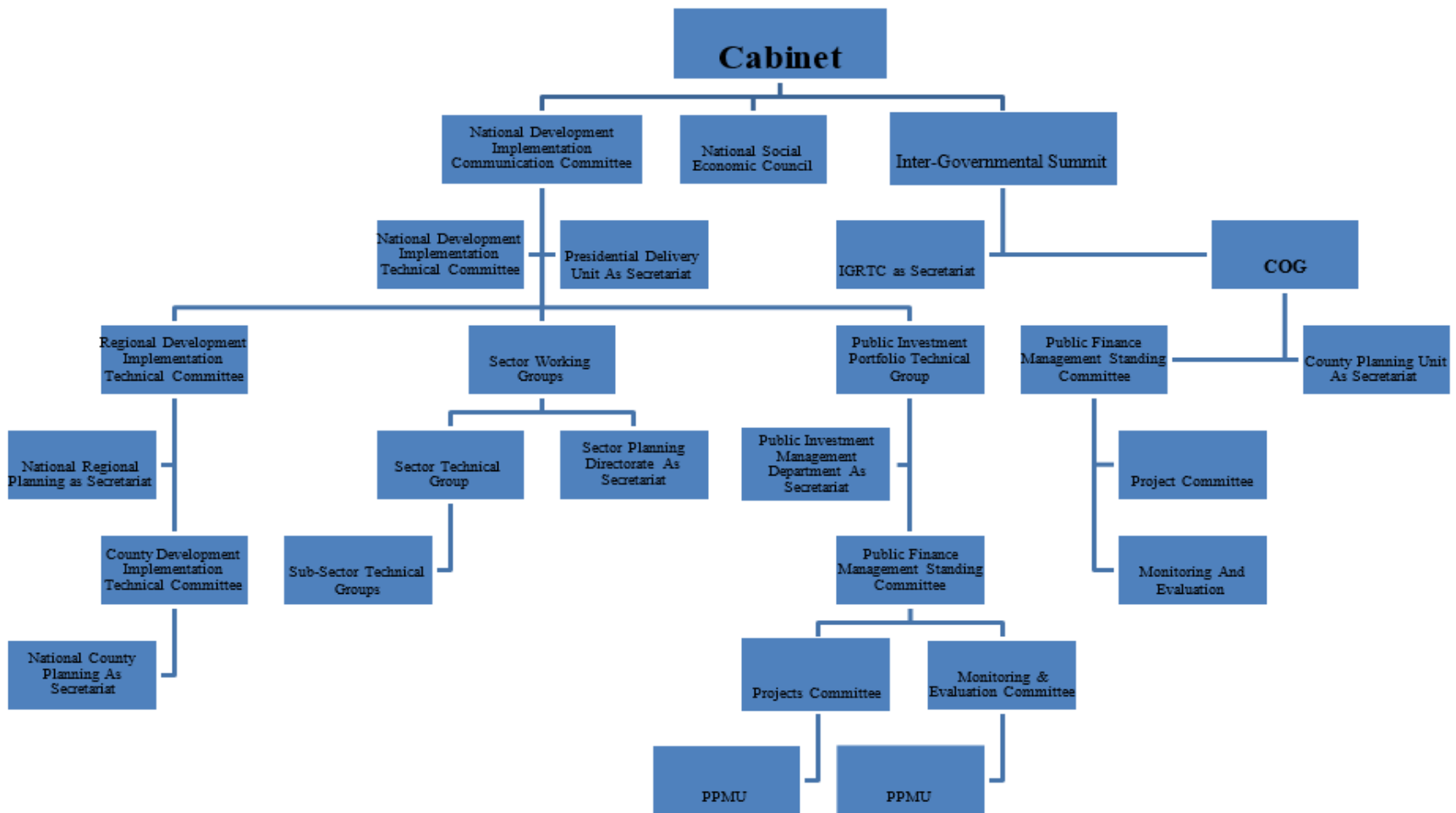


Figure 3. 2: Reporting Arrangements

3.4 PROJECT MONITORING AND CONTROL

This section provides information concerning how project performance can be monitored, evaluated, and controlled. Control is the process of maintaining oversight over the use of the resources on the PIPs to determine how well the actual project results are being accomplished to meet planned project cost, schedule, and technical performance objectives. Essentially, project controls are a series of tools that help keep a project on schedule. Combined with people skills and project experience, they deliver information that enables accurate decision making. The project control process mainly focuses on:

- i). Measuring planned performance vs. actual performance.
- ii). Ongoing assessment of the project's performance to identify any preventive or corrective actions needed.
- iii). Keeping accurate, timely information based on the project's output and associated documentation.
- iv). Providing information that supports status updates, forecasting and measuring progress.
- v). Delivering forecasts that update current costs and project schedule.
- vi). Monitoring the implementation of any approved changes or schedule amendments.

In order to properly assess PIP progress, several conditions and understandings are required. These are:

- i). Team members must understand and be committed to the importance of the process of project monitoring, evaluation, and control.
- ii). Information derived from the Work Breakdown Structure is required to measure project progress.
- iii). The work package is the basic project unit around which progress on the project can be measured and evaluated.
- iv). Information used for project control purposes must be relevant, timely, and amenable to the plotting of trends in the use of project resources.
- v). Measurement of project results must start with an evaluation of the status of all of the work packages on the project.
- vi). Information collected and compiled concerning the status of the project must be tempered by the judgment of the project team members and executives concerned.

3.5 The key elements of project control system

3.5.1 Time or schedule

The main purpose of this time or schedule is to complete the project outputs in a timely manner. The conceptual planning process, outputs are created to illustrate how project tasks will be sequenced and allocated. The controlling and monitoring process is concerned with tracking and reporting on the progress of work, as well as adjusting time outputs to address shifts and changes in the project plan. Finally, the closing process includes an audit of time targets. The seven processes in the project time or scheduled management are:

- i). **Plan schedule management:** Before one can complete the other steps, one need to plan how he/she will manage their schedule. Some questions one should answer are: What software or tool will one use? Who will be responsible for using the software? How often will the schedule be reviewed? What controls will be put in place to ensure everyone stays on schedule?
- ii). **Define activities:** Next, identify and define the project activities. Often a work breakdown structure (WBS) is used to help define activities and tasks within a project. Major milestones should also be determined.
- iii). **Sequence activities:** Thereafter, start sequencing them in the proper order with a network diagram.
- iv). **Estimate resources:** Identify the tools, materials, systems, budget, and other resources that will be needed for each task to be completed.
- v). **Estimate durations:** Approximate how long it will take to complete each activity. For instance, one may use PERT (Program Evaluation Review Technique) to come up with their durations, especially if there's a lot of unknown factors at play.
- vi). **Develop the project schedule:** This can be done by inputting the activities, durations, start and end dates, sequencing, and relationships into a scheduling software.
- vii). **Control the schedule:** Lastly, review and update progress should be done on a regular basis so that comparison can be made on actual work completed against the plan.

The tools used for time or schedule tracking include a time sheet form and time register as shown in Tables 3.1 and 3.2.

3.5.2 Cost and expenditure management

Cost management is the process of estimating, allocating, and controlling project. Projected costs are calculated during the planning phase of a project and must be approved before work begins. As the project plan is executed, expenses are documented and tracked, so things stay within the cost management plan. Once the project is completed, predicted costs and actual costs are compared, providing benchmarks for future cost management plans and project budgets. Several tools can aid cost management in PIPs. The best option is to choose a versatile project management platform with a variety of tools so that one can tailor the software to their specific project needs.

- **Budgeting:** For effective cost project management, you need an accurate budget. This requires a budgeting tool to track costs using custom hourly rates and tailored financial fields.
- **Time tracking software:** This is particularly useful when trying to estimate resource cost.
- **Reporting and analytics tools:** For real-time insights into their cost management process, project managers should generate weekly reports with detailed charts and graphs. Analytics dashboards can also be created for a project portfolio overview.

Tables 3.3 and 3.4 shows expense form and expense register respectively, as the tools for tracking cost and expenditure items.

Table 3. 3: Expense Form

PROJECT DETAILS ©							
Project Name: <i>Name of the project incurring this expense</i> Project Manager: <i>Name of the Project Manager responsible for this expense</i> Team Member: © <i>Name of the person submitting this expense form</i>							
EXPENSE DETAILS							
Activity ID	Task ID©	Expense Date	Expense Type	Expense Description	Expense Amount	Payee Name	Invoice Number
				Total			
APPROVAL DETAILS ©							
Submitted by				Approved by			
Name: _____				Name: _____			
Signature: _____		Date: ____/____/____		Signature: _____		Date: ____/____/____	
Any invoices relating to this Expense Form should be attached to this document.							

3.5.3 Quality or specification

Project quality management is the process through which quality is managed and maintained throughout a PIP. While the context may imply that “quality” means “perfection,” in this case, is usually more about ensuring quality consistency throughout a project. At the beginning of the project, requirements are determined with the stakeholders. These requirements become the foundation for the work of the project. After that, the project manager’s job is to ensure that the work is done with no extras included. Project quality management consists of three major processes;

- a) **Quality management planning:** This involves identifying the quality requirements and standards for the project and product.
- b) **Quality assurance:** This involves auditing the quality requirements and quality control results to ensure appropriate quality standards are used.
- c) **Quality control:** This involves monitoring and recording the results of quality activities to assess performance and recommend necessary changes.

Tools in quality control tracking are Quality control form and Quality of Deliverables form as shown in Table 3.5 and 3.6 respectively.

Table 3. 5: Quality control form

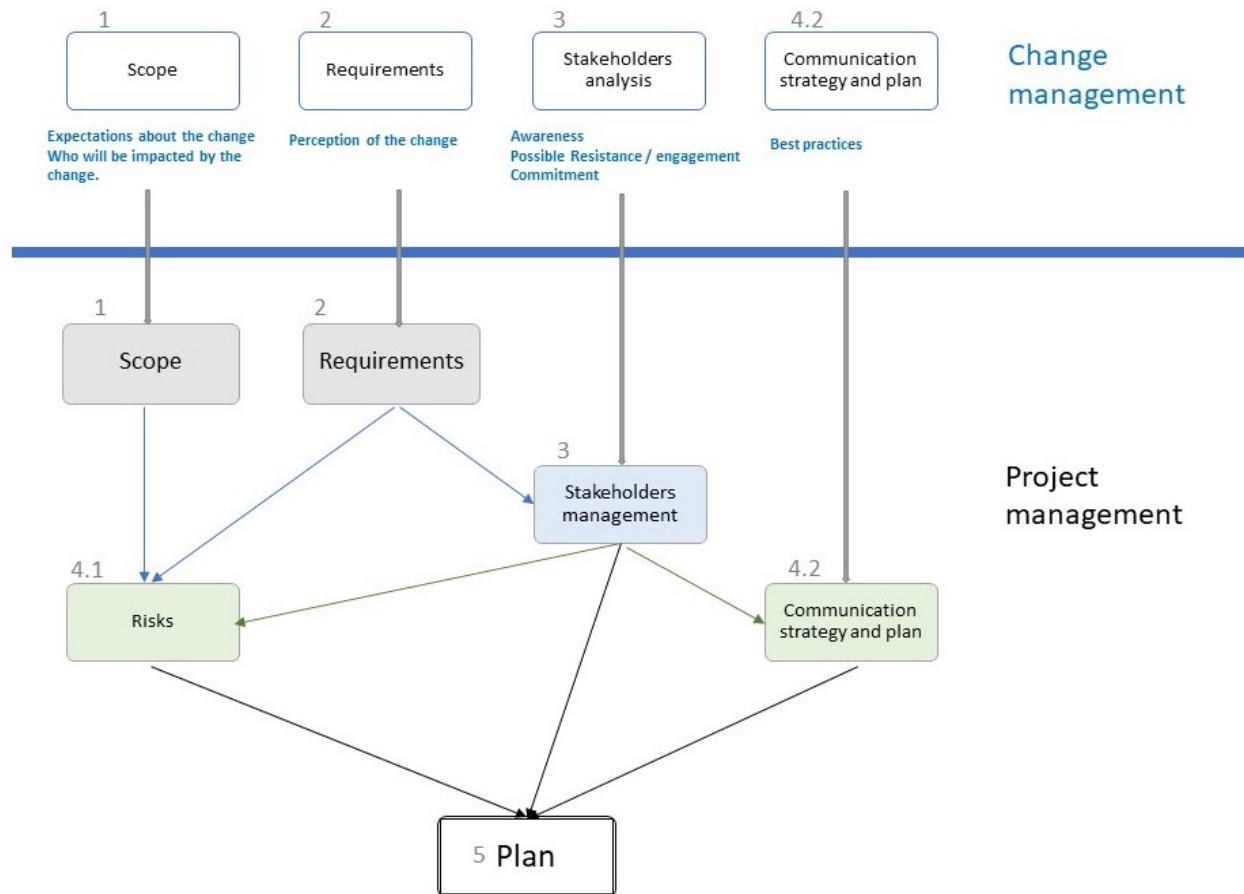
Project Process		Quality Achieved		
Process	Procedure	Standard Met?	Deviation	Corrective Actions
<i>Risk Management</i>	<ul style="list-style-type: none"> • <i>Identify risk</i> • <i>Complete risk form</i> • <i>Register risk</i> • <i>Mitigate risk</i> 	<ul style="list-style-type: none"> • <i>NO</i> • <i>YES</i> • <i>YES</i> • <i>NO</i> 	<ul style="list-style-type: none"> • <i>Only 90% of Medium and High risks were identified and mitigated.</i> • <i>No deviation. A Risk Form was completed for every risk identified within the project.</i> • <i>No deviation. All risks identified were formally tracked in the Risk Register.</i> • <i>Only 75% of identified risks were reduced through risk-mitigating actions.</i> 	<ul style="list-style-type: none"> • <i>Perform weekly Risk Review meetings to ensure that all risks are identified and mitigated.</i> • <i>No further action required.</i> • <i>No further action required.</i> • <i>At each Risk Review meeting, approve and monitor actions to mitigate identified risks.</i>

Table 3. 6: Quality of Deliverables form

Project Deliverable		Quality Target		Quality Achieved		
Requirement	Deliverable	Quality Criteria	Quality Standards	Standard Met?	Quality Deviation	Corrective Actions Required
<i>New financial management solution with processes for Accounts Receivable and Accounts Payable</i>	<i>Implementation of Oracle Financials General Ledger (GL), Accounts Payable (AP) and Accounts Receivable (AR) system modules</i>	<u>System functionality</u> - GL tested and installed - AP tested and installed - AR tested and installed <u>System Performance</u> - System up-time - System response time - Data accuracy	<u>System functionality</u> - GL operational, no errors - AP operational, no errors - AR operational, no errors <u>System Performance</u> - 99.9% system up-time - < 1-second response times - 100% data accuracy	NO NO YES NO NO YES	<i>Critical errors experienced</i> <i>Implementation partially complete</i> No deviation System up-time only 90% 5-second response times Data 100% accurate	Reinstall GL system to remove errors Complete system implementation No further action required New hardware required New hardware needed No further action required

3.5.4 Change Management

Change Management is an approach to help project managers to manage the change during project implementation. The following diagram can help the preview of the information flow of how to embed change management into project management activities.



A tool that can help one to incorporate change management scope elements into PIP is CATWOE analysis shown in Figure 3.1. Its purpose includes;

- It is used “to prepare a rigorous and comprehensive root definition, as the basis for solving problems with multiple perceptions”.
- It aims to track down the perception of various stakeholders related to the change.
- It will help to define the root cause and agree on a final decision which will drive the changes.

CATWOE	How to use it	Where you can use it?	Impact on project
C = customer: the beneficiary of the transformation, who will receive the end product of the change	To Identify as Stakeholders- those who will receive the benefits of the change	PID /SOW,/Project charter,	HIGH
A = actor: those responsible for performing the business activities within the scope of the view being considered. (INTERNAL/EXTERNAL)	To Clarify /confirm business owners, super users	Team members	LOW
T = transformation: the activity that lies at the heart of the system, transforming the input to the resulting output. It encapsulates the core business processes that are carried out to transform an input into an output of value to the customer.	For an High-level “ to be” process re-definition /confirmation	PID or SOW, Business Case, Project Objectives, Risk register	MEDIUM-HIGH
W = World view: an encapsulation of the individual’s or in other words their beliefs about the organisation or business system, views as to why it exists and what it should be doing.	To get information about Beliefs and possible acceptance resistance/engagement as early warnings	Stakeholder analysis -extension	HIGH
O = owner: the person, or group of people, who can take major decisions about the business system, who could change its direction or who could in the most extreme case cause it to cease to exist.	To confirm Stakeholder high level	Stakeholders analysis	LOW-MEDIUM
E = environment: the conditions and rules under which the system must operate that are outside the control of the owner and that must be regarded as ‘givens’.	To map High-level risks	PID /SOW: constraints and assumptions, risk register	HIGH

Figure 3.1: CATWOE analysis.

Table 3.7 and 3.8 are Change request form and change register respectively are tools for tracking change management in PIP.

Table 3. 7: Change Request Form

PROJECT DETAILS	
Project Name: <i>Name of the project for which the change is being requested</i> Project Manager: <i>Name of the Project Manager responsible for implementing the change</i>	
CHANGE DETAILS©	
Change Number: <i>Unique identifier for the change per <u>Change Register</u></i> Change Requester: <i>Name of person requesting the change</i> Change Request Date: <i>Date of completion of this form</i> Change Urgency: © <i>Level of urgency for undertaking the change</i>	
Change Description: <i>Provide a complete description of the requested change</i>	Change Drivers: <i>List any project, business, market or environmental factors that necessitate a specific time limit for this change</i>
Change Benefits: <i>Describe the benefits associated with implementing this change</i>	Change Costs: <i>Describe the costs associated with implementing this change</i>

IMPACT DETAILS	
<p>Project Impact: <i>Describe the impact on the project if this change is / is not implemented</i></p>	
APPROVAL DETAILS©	
<p>Supporting Documentation: <i>Reference any supporting documentation used to substantiate this change</i></p>	
<p>Submitted by</p> <p>Name: _____</p> <p>Signature: _____ Date: ___/___/___</p>	<p>Approved by</p> <p>Name: _____</p> <p>Signature: _____ Date: ___/___/___</p>
<p>Approved by</p> <p>Name: _____</p> <p>Signature: _____ Date: ___/___/___</p>	<p>Approved by</p> <p>Name: _____</p> <p>Signature: _____ Date: ___/___/___</p>
<p>Any documentation to support this change should be attached to this document.</p>	

3.5.5 Risk monitoring

In PIPs, risk monitoring and control is the process of identifying, analyzing, and planning for newly discovered risks and managing identified risks. Throughout the process, the project manager's track identified risks. The inputs to risk monitoring and control are:

- i). Risk Management Plan - The Risk Management Plan details how to approach and manage project risk. The plan describes the how and when for monitoring risks. Additionally the Risk Management Plan provides guidance around budgeting and timing for risk-related activities, thresholds, reporting formats, and tracking.
- ii). Risk Register – The Risk Register contains the comprehensive risk listing for the project. Within this listing the key inputs into risk monitoring and control are the bought into, agreed to, realistic, and formal risk responses, the symptoms and warning signs of risk, residual and secondary risks, time and cost contingency reserves, and a watch list of low-priority risks.
- iii). Approved Change Requests – Approved change requests are the necessary adjustments to work methods, contracts, project scope, and project schedule. Changes can impact existing risk and give rise to new risk. Approved change requests are need to be reviews from the perspective of whether they will affect risk ratings and responses of existing risks, and or if a new risks is a result.
- iv). Work Performance Information – Work performance information is the status of the scheduled activities being performed to accomplish the project work. When comparing the scheduled activities to the baseline, it is easy to determine whether contingency plans need to be put into place to bring the project back in line with the baseline budget and schedule.
- v). Performance Reports - Performance reports paint a picture of the project's performance with respect to cost, scope, schedule, resources, quality, and risk. Comparing actual performance against baseline plans may unveil risks which may cause problems in the future. Performance reports use bar charts, S-curves, tables, and histograms, to organize and summarize information such as earned value analysis and project work progress.

Outputs of the risk monitoring and control process are produced continually, fed into a variety of other processes. The outputs of risk monitoring and control are:

- i). Updates to the Risk Register– An updated Risk Register has the outcomes from risk assessments, audits, and risk reviews. In addition it is updated with the resulting outcome of the project risk and risk response.
- ii). Updates to Organizational Process Assets- Organizational process assets should be documented in light of the risk management processes to be used in future projects. Documents are the probability and impact matrix, risk databases, and lessons-learned information
- iii). Updates to the Project Management Plan- Updates to the Project Management Plan occur if any approved changes have an impact on the risk management process. In addition, these authorized changes incur risks which are documented in the Risk Register.
- iv). Recommend Corrective Actions- Recommended corrective actions consist of two types: contingency plans and workaround plans. A contingency plan is a provision in the Project Management Plan that specifies how a risk will be handled if that risk occurs. A workaround plan is a response to a negative risk that was passively accepted or not previously identified.
- v). Recommend Preventative Actions– Recommended preventative actions assure the project follows the guidelines of the project management plan.
- vi). Requested Changes– Requested Changes are any identified changes to the project management plan. All requested changes must be documented, and that approvals at the right management levels are sought and obtained.

The tools used in risk monitoring include risk form and risk register in Table 3.9 and 3.10 respectively.

Table 3. 9: Risk Form

PROJECT DETAILS	
Project Name:	<i>Name of the project to which the risk relates</i>
Project Manager:	<i>Name of the Project Manager responsible for addressing the risk</i>
RISK DETAILS	
Risk ID:	<i>Unique identifier assigned to this risk</i>
Raised By:	<i>Name of person who is raising this risk</i>
Date Raised:	<i>Date of completion of this form</i>
Risk Description: <i>Describe briefly the identified risk and its likely impact on the project (e.g. scope, resources, deliverables, timescales and/or budgets) should it occur.</i>	
Risk Likelihood: <i>Describe and rate the likelihood that the risk will eventuate (i.e. Low, Medium or High).</i>	Risk Impact: <i>Describe and rate the impact on the project if the risk eventuates (i.e. Low, Medium or High).</i>
RISK MITIGATION	
Recommended Preventative Actions: <i>Describe briefly the actions to be taken to prevent the risk from eventuating.</i>	
Recommended Contingent Actions: <i>Describe briefly the actions to be taken if the risk eventuates, to minimize its impact on the project.</i>	
APPROVAL DETAILS©	
Supporting Documentation: <i>Reference any supporting documentation used to substantiate this risk.</i>	
Signature: _____	Date: __/__/__

3.5.6 Issue monitoring

Issue management is the process of identifying and resolving issues. Problems with staff or suppliers, technical failures, material shortages – these might all have a negative impact on your project. If the issue goes unresolved, you risk creating unnecessary conflicts, delays, or even failure to produce your deliverable. Issues are challenges that are deviling or affecting the project. Issues – otherwise known as problems, gaps, inconsistencies, or conflicts – need to be recorded when they happen. When you create an issues log (form/register), you provide a tool for reporting and communicating what's happening with the project. This makes sure that issues are indeed raised, and then investigated and resolved quickly and effectively. Without a defined process, you risk ignoring issues, or not taking them seriously enough – until it's too late to deal with them successfully. Some of the tools used in issue monitoring are issue form and register in Table 3.11 and Table 3.12 respectively.

Table 3. 11: Issue Form

PROJECT DETAILS©	
Project Name:	<i>Name of the project to which the issue relates</i>
Project Manager:	<i>Name of the Project Manager responsible for resolving the issue</i>
ISSUE DETAILS	
Issue ID:	<i>Unique identifier for this issue</i>
Raised By:	<i>Name of person who is raising this issue</i>
Date Raised:	<i>Date of completion of this form</i>
Issue Description:	<i>Describe briefly the issue and, where possible, describe its root cause.</i>
Issue Impact:	<i>Describe the impact that the issue described above is having on the project's ability to meet its stated objectives. Rate the level of impact of the issue (i.e. Low, Medium or High).</i>
ISSUE RESOLUTION©	
Recommended Actions:	<i>Describe briefly all actions to be taken to resolve the identified issue.</i>
APPROVAL DETAILS	

Supporting Documentation:

Reference any supporting documentation used to substantiate this issue

Signature:

Date:

___/___/___

3.5.7 Procurement monitoring

Procurement: the processes necessary to purchase or acquire products, services, or results needed from outside the project team. Monitor and Control Procurements: The process of monitoring contract performance, managing procurement relationships, making changes and corrections as appropriate, and closing out contracts. This process is carried on throughout the project, as needed. Importance of Monitoring and Controlling Procurements processes ensure each party attains the benefits of the contracted agreement

- i). protect the rights of each contracted party
- ii). ensure each party fulfills their contractual obligations
- iii). provide the necessary background for financial or legal audits

Monitor and Control Procurements includes these processes:

Inspect: Collect performance data

- i). Measure collected data against expected performance
- ii). Make reports, including vendor performance evaluations
- iii). Correct: Make necessary changes
- iv). Manage relationships
- v). Monitor the environment
- vi). Pay invoices appropriate to the work accomplished

Procurement measurements:

How is the procurement going? This is a question you will want to answer for each procurement made in you project. To quantify "How is it going" you will need some key performance indicators (KPI's) to measure. These KPI's should have been determined in the planning stage. Some possible key performance indicators are:

- i). Timeliness of the deliveries. This will impact your schedule
- ii). Quality of what has been delivered. This will impact your Quality Control
- iii). Quantity of delivered goods. This will impact your inventory control
- iv). capability of the personnel provided by the contractor
- v). any other contracted requirements

Some of the tools used in procurement and contract monitoring are Purchase order form and procurement register and contract register can be found in Table 3.13, Table 3.14 and Table 3.15 respectively.

Table 3. 13: Purchase Order Form

PURCHASE DETAILS ©				
Purchase Order #:				
Purchase Order Date:				
Date Required by:				
DELIVERY DETAILS				
From: <i>Project Name:</i> <i>Project Address:</i> <i>Project Contact Name:</i> <i>Project Contact Phone #:</i>			To: <i>Supplier Name:</i> <i>Supplier Address:</i> <i>Supplier Contact Name:</i> <i>Supplier Contact Phone #:</i>	
Deliver To: <i>Contact Name:</i> <i>Contact Address:</i>			Bill To: <i>Contact Name:</i> <i>Contact Address:</i>	
ORDER DETAILS				
Item	Description ©	Quantity	Unit Price	Total Price
			Subtotal:	
			Other:	
			Total:	
PAYMENT DETAILS				
Payment Method: <i>Method of payment offered (e.g. credit card, check, direct debit, cash)</i>				
<u>Credit Card Details:</u>				
Card Type:	<i>(e.g. Visa / MasterCard / Amex / Other)</i>			
Card Number:	xxxx-xxxx-xxxx-xxxx			
Expiration Date:	xx / xx			
Name on Card:	xxxxxxxxxxxxxxxxxx			
TERMS AND CONDITIONS ©				
<i>List any terms and conditions applicable to this Purchase Order. For example:</i>				
<ul style="list-style-type: none"> ▪ The supplier must validate this purchase order within 24 hours of receipt by confirming that it can deliver the items within stated price and delivery timescales. ▪ Every item on the Purchase Order must be delivered in full before the Project Manager will release payment to the supplier. ▪ This Purchase Order is being issued in accordance with Contract # <supplier contract number>. 				

Table 3. 14: Procurement Register

Project Name:																
Project Manager:																
Procurement Manager:																
Procurement Item							Supplier			Order				Payment		
PO #	Item Title	Item Desc	Quantity	Unit Price	Total Price	Required By Date	Company	Contact Name	Contact Ph. No.	PO Status	PO Date	Delivery Status	Delivery Date	Payment Method	Payment Status	Payment Date

Table 3. 15: Contract Register

No	Contractor's Name	1st Pay	2nd Pay	3rd Pay	4th Pay	5th Pay	6th Pay	7th Pay	8th Pay	9th Pay	10th Pay	Total Pay	Contract Sum	Balances

3.5.8 Acceptance monitoring

Projects deliverables are expected to be subjected to stakeholder acceptance or tests. Some of the tools used in acceptance monitoring are acceptance form and register in Table 3.15 and Table 3.16 respectively.

Table 3. 16: Acceptance Form

PROJECT DETAILS				
Project Name:		<i>Name of the project that produced the deliverable</i>		
Project Manager:		<i>Name of the Project Manager who was responsible for producing the deliverable</i>		
ACCEPTANCE DETAILS				
Acceptance ID:		<i>Unique identifier for this acceptance request</i>		
Requested By:		<i>Name of person who is requesting acceptance of the deliverable</i>		
Date Requested:		<i>Date on which this form is completed</i>		
Description: <i>Describe in detail the deliverable that the customer is being asked to accept.</i>				
ACCEPTANCE CRITERIA				
Criteria: <i>List the criteria against which the deliverable has been tested (as stated in the <u>Procurement Plan</u>).</i>			Standards: <i>List the standards against which the deliverable has been tested. (as stated in the <u>Procurement Plan</u>).</i>	
ACCEPTANCE RESULTS©				
<i>Within the following table, list the criteria and standards used for testing and for each identify the following:</i>				
<ul style="list-style-type: none"> • <i>Testing methods used</i> • <i>Reviewer who was formally responsible for undertaking the acceptance test</i> • <i>Date the test was completed</i> • <i>Overall result (Failed, Passed or Exceeded the criteria / standard)</i> 				
Acceptance	Method	Reviewer	Date	Result
<ul style="list-style-type: none"> ▪ Criteria for Review 	<ul style="list-style-type: none"> ▪ Method used 	<ul style="list-style-type: none"> ▪ Name of Reviewer 	<ul style="list-style-type: none"> ▪ Date of Review 	<ul style="list-style-type: none"> ▪ Result of Review
Standard <ul style="list-style-type: none"> ▪ Standard for Review 	<ul style="list-style-type: none"> ▪ Method used 	<ul style="list-style-type: none"> ▪ Name of Reviewer 	<ul style="list-style-type: none"> ▪ Date of Review 	<ul style="list-style-type: none"> ▪ Result of Review
CUSTOMER APPROVAL				
Supporting Documentation: © <i>Reference any supporting documentation used to substantiate this acceptance request.</i>				
Signature: _____		Date: ____/____/____		

3.5.9 Communication monitoring

The project monitoring and control processes relies heavily on the communications on the different aspects of the project. Communications can be to project, or from the project. For example, during the planning process of Collect Stakeholder Requirements (discussed under Scope), you are looking for information coming to you. During execution of the work, the progress, status, and cost updates will go from you to the stakeholders. The goal is to ensure optimal information flow among all communication participants at any moment in time.

The main objective of monitoring communications include:

a) Monitor Communications

This is the process of determining if the information needs of the project Stakeholders are met.

b) Control Communications:

This is the process of making changes to the communications when required, to ensure the information needs of the project Stakeholders are met.

c) Monitoring communications

The process of monitoring communications include assessing communications items against the Communications

management Plan (CMP). It also involves checking that the information transmitted is:

Some of the tools used in communication monitoring are communication register in

Table 3.17. Other useful tools to monitor Communications include:

- i). Customer Surveys (ie: Ask, "Are you getting the information you need?")
- ii). Feedback from Stakeholders other than customers, about the communications
- iii). Lessons Learned from previous projects
- iv). Issue Log or register
- v). Project Management Information System (PMIS)
- vi). Seek an expert in the field of Communications

Table 3. 18: Communication Register

Project Name:										
Project Manager:										
Communication Manager:										
Summary							Description			
ID	Status	Date Approved	Approved By	Date Sent	Send By	Sent To	Type	Message	File Location	Feedback

3.6 Project Progress Reporting

This section discusses the reporting process, timeliness and formats.

3.6.1 Monthly, Quarterly, or Annual Reporting

3.6.1.1 Reporting Process

(i) Preparation by the Project Manager

The monthly, quarterly or annual reports are prepared by the project manager who submits it to the project director or the director of the responsible department for review and concurrence.

(ii) Review by Project Director

The director of the responsible department submits the monthly, quarterly or annual reports to the accounting officer.

(iii) Review by the Accounting Officer

The accounting officer reviews the monthly, quarterly or annual reports and submits the reports to TNT, department of planning, the relevant SWGs, public investment management technical working groups, etc.

(iv) Submission to TNT and other agencies

The accounting officer submits the monthly, quarterly or annual reports to TNT, Controller of Budget and Auditor General, and other Government Agencies.

3.6.1.2 Report Timeliness

The MDAs will at least on a monthly, quarterly, or annual prepare a project progress/status report.

3.6.1.3 Reporting Formats

3.6.1.3.1 Project basic data

The monthly, quarterly, and annual reports shall at a minimum cover the following key project basic data:

- i).** Project Reference or Unique Number.
- ii).** Ministry, State Department, and Implementing Agency.
- iii).** Initiating Directorate/Division/Department.

- iv). Vote MTEF Sector.
- v). Financing agency which can be county and Government of Kenya or PPP.
- vi). Estimated cost of the project.
- vii). Total allocations to date (as at date of report).
- viii). Actual cumulative expenditure (as at date of report)
- ix). Outstanding balance (as at date of report)
- x). Project duration.
- xi). Estimated start and end dates.
- xii). Responsible accounting officer.

3.6.1.3.2 Organisation and management

This sections reports whether the establishment of a project management structure has been established or is being maintained.

3.6.1.3.2.1 Project Management

This section reports on the project management arrangements by covering how the project organization has been established or maintained including the project manager or coordinator, the project implementation team. The changes in staffing, movements and other changes to the project management should be noted and covered in this section. Any foreseeable challenges due to these changes can also be covered here.

3.6.1.3.2.2 Other Institutional structures

This section reports on other project management structures. They include

- i). Project Steering Committee
- ii). Project Implementation Unit/Team
- iii). Development Partners/PPP structural requirement.
- iv). Intra-Project Coordination arrangements
- v). Collaboration with other strategic partners

3.6.1.3.2.3 Procurement of goods and services

This section reports on the status of the procurement of the various goods, services, or results as per the procurement plan. These sections can be structured into three subsections:

(i) Goods

This section reports on the status of the goods that were expected to be procured at inception vis a vis actual.

(ii) Works

This section reports on the status of the actual works completed versus the expected works at the completion.

(iii) Services

This section reports on the status of the actual services delivered versus the expected services at inception.

3.6.1.3.2.4 Progress for the Quarter

This section reports, in summary, the status of each activity in the work plan. Table 3.1 shows the summarized status of progress.

Table 3. 19: Summarized status template of progress for the nth quarter

Planned Activities	Implementation Status	Remarks

3.5.1.3.2.5 Cumulative performance from commencement

This section reports, the cumulative performance from commencement on each planned activities, implementation status and their remarks in the work plan. Table 3. 2 shows the Cumulative performance from commencement (as-at-date-of-commencement).

Table 3. 20: Cumulative performance from commencement (as-at-date-of-commencement)

Planned Activities	Implementation Status	Remarks
Component 1: Repeat as appropriate.		

3.6.1.3.3 Project financial performance**3.6.1.3.3.1 Funds Inflow**

This section reports on the disbursement of funds versus commitments at commencement. Table 3.3 below shows the funds inflow.

Table 3. 21: Funds Inflow

Financier	Commitments		Amount Received (As-at-date-of-report)		Undrawn Balance		Remarks
	USD	Kshs	USD	Kshs	USD	Kshs	
GoK							
DP 1							
DP 2							
Total							

3.6.1.3.3.2 Total spending per item.

This section reports on the expenditure per item. Table 3.4 below shows the total spending per item.

Table 3. 22: Total spending per item.

Item	FY 1	FY 2	FY 3	FY4	FY 5
Capital					
Goods					
Works					
Services					
Operations					

Sub-Total					
Total					
Current					
Compensation of Employees					
Goods and Services					
Acquisition of non-financial Assets					
Other expenses					
Totals per FY year					
Sub-Total					
Grand Total					

3.6.1.3.3.3 Audit recommendations and actions taken

This section reports on the previous-year audit recommendations and the actions that have been taken.

3.6.1.3.3.4 Issues raised and recommendations

This section reports on the issues raised by project implementers, project financiers, contractors among others.

Table 3. 23: Issues raised and recommendations

Activity	Issue/challenges raised	Proposals on the way forward

3.6.1.3.3.5 Projected risks

This section reports on the projected risk events that may adversely affect the project implementation as shown in Table 3.6.

Table 3. 24: Projected risks

Risks	Likelihood/Probability	Risk Impact	Mitigation Strategy
	(High, medium, or low as categories)	(High, medium, or low as categories)	

3.6.1.3.3.6 Work plan for next quarter

This section reports on the activities for the coming quarter.

Table 3. 25: Work plan for next quarter

No.	Activity	KPI	Estimated cost	M1	M2	M3	M4

The financial and non-financial templates are found in Annex I and VI respectively.

Table 3. 26: Quarterly/Annual Project Progress Report Template

Project Code & Title	
Start Date	Project Timelines
End Date	
% of Time Elapsed	
Total Project Cost (a)	Estimated Cost of the Project
Foreign	
Gok	
	Total Allocations to Date
(b)	Actual cumulative Expenditure (As of 30 th June FYN-1)
(a-b)	Outstanding Balance as of 30 th June FYN-1
Expected Outputs at inception	Actual Physical Progress
Actual achieved Outputs as 30 th June FYN-1	
Project Completion Rate as of 30 th June FYN-1	Approve Budget for the FY N
	Actual Expenditure FY N
	Target Expected outputs for FY N
	Achieved Outputs as at (Date-of-Report)
	Project Completion Rate as at (Date-of-Report)
	Projected Risks
	Challenges/Emerging Issues
	Project Status(ongoing, stalled)
	Recommendations
FY N+1	Projections
FY N+2	
FY N+3	

3.7 Project Evaluation

3.6.1 Report Timelines

The MDAs will prepare an ad-hoc evaluation report/ mid-term evaluation report/ end-term evaluation report or ex-post evaluation report at different times during the duration of the project.

(i) Ad-hoc Evaluation Report:

This may be prepared at any stage during the implementation of the project. This could be a response to the challenges faced by the project or for any other reason. This is not mandatory.

(ii) Mid-Term Evaluation Report

This is prepared at the time when the project has spent almost 50 percent of the expected duration or midway during implementation.

(iii) End-Term Evaluation Report

This is prepared when the project and deliverables have been completed.

(iv) Ex-post Evaluation Report:

This is prepared within three to five years after completion.

3.7.2 Reporting Process

(i) Preparation by the Project Manager

The ad-hoc/mid-term/end-term or ex-post evaluation reports are prepared by the project manager who submits them to the project director or the director of the responsible department for review and concurrence.

(ii) Review by Project Director

The director of the responsible department submits the ad-hoc/mid-term/end-term or ex-post evaluation reports to the accounting officer.

(iii) Review by the Accounting Officer

The accounting officer reviews the ad-hoc/mid-term/end-term or ex-post evaluation report and submits the report to TNT, department of planning, the relevant SWGs public investment management technical working groups, etc.

(iv) Submission TNT and other agencies

The accounting officer submits the reports to TNT, Controller of Budget and Auditor General, and other Government Agencies.

3.7.3 Reporting formats requirements

The ad-hoc/mid-term/end-term or ex-post evaluation reports shall at a minimum cover the following information: -

3.7.3.1 Project basic data

This section reports on the project's key data. It includes the following:

- i).** Project Name
- ii).** Project Reference Number
- iii).** Contract No.
- iv).** Sector
- v).** Project Threshold
- vi).** Commencement date
- vii).** Total Project Cost
- viii).** Completion Date

3.7.3.2 High-Level Summary

This section summarizes at a high level for the executive or senior management the key finding and recommendations of the evaluation report. The executive summary covers the following:

(i) Introduction and background

This section briefly describes the background of the project in terms of rationale, the objective, and expected overall developmental objectives.

(ii) Scope of evaluation

This section briefly describes the boundaries of what will be covered and what may not be covered by the evaluation exercise. This is very critical depending on whether the evaluation being embarked on is an Ad-hoc, Mid-Term, End-Term, or Ex-Post Evaluation.

(iii) Evaluation approach or methodology

This section briefly describes the approach that will be Ad-hoc/Mid-Term/End-Term or Ex-Post Evaluation Report used in doing the evaluation. It details how data will be collected, analysed, deductions made, and finally how findings and recommendations will be communicated.

(iv) Limitations of the evaluation

This section briefly describes the limits of the evaluation. The Major Limitations of Project evaluation may be limited by several factors including delayed timing, locating documents and impaired memory recall; poor quality of documents and reports when located (undated, conflicting information).

3.7.3.3 Key findings

This section reports on the key findings related to the following:

(i) Project performance assessment

Did the project achieve the objective that it was set to achieve? Describe this by enumerating the progress towards achieving the overall objective of implementing the project.

(ii) Relevance of the project design

This section reviews the project conceptual design for relevance or whether the project has a conceptual design as at the inception was fit for purpose. It reviews whether the project conceptual design did address/respond to the identified problem or made use of the advantages brought in by the opportunity. Demonstrate how this has been achieved or show how this was done.

(iii) Effectiveness in the achievement of outcomes and outputs

This section reports whether the project achieved its objective in terms of outputs and outcomes. Provide a brief description of the project, the context in which it was designed and implemented. State the project development objective or the project purpose as set out in the PCN and assess progress. Unanticipated outcomes should also be accounted for. The consistency of the assumptions that link the different levels of the results chain in the PCN should also be considered Explain how?

(iv) Efficiency in terms of timelines and resource use

Does this review the project timelines and resources spent to determine whether the desired results were achieved in time, budget, and the right quality? Explain how to use appropriate analysis.

(v) Impact and progress towards the achievement of the developmental objective

This section reviews the effects that have occurred or occurring during implementation, at completion, and during utilization of the project outputs which could be intended or unintended effects. These are the effects that arise as a result of the utilization of the deliverables of the project. Did the project cause the desired effects (contributory or attributable)? Explain.

(vi) Sustainability in terms of financial, institutional, and technical capacities, partnerships with stakeholders, environmental and social sustainability:

This section describes the measures that have been taken or put in place to ensure that the project benefits continue to be enjoyed after the project implementation is completed or post- completion. This can be shown by reviewing the operational costs, human resources, and institutional arrangements in place to foster project sustainability. It can be expressed by how stakeholders have been prepared or engaged to participate in the asset management post- implementation.

3.7.3.4 Lessons learned and recommendations

This section describes the lessons learned and recommendations related to the following:

- (i) Relevance of the project design.
- (ii) Effectiveness in the achievement of outcomes and outputs
- (iii) Efficiency in terms of timelines and resource use

- (iv) Impact and progress towards the achievement of the developmental objective
- (v) Sustainability in terms of financial, institutional capacities, partnerships with stakeholders, environmental and social sustainability.
- (vi) Other findings in terms of unanticipated or additional outcome

Table 3. 27: Format for Project Evaluation Report Guideline

Project Basic Data		
Project Name		
Project Reference Number:	Contract(s):	
Project Threshold:	Sector:	
Commencement date:	Total Project Cost:	Completion Date:
Executive Summary		
Section 1: Introduction		
Background		
Briefly describe the background of the project in terms of the overall developmental objectives.		
Scope of evaluation		
Briefly describe what will be covered by the evaluation and what will not be covered.		
Evaluation approach or methodology		
Briefly describes the approach that will be used in doing the evaluation.		
Limitations of the evaluation		
Briefly describe the limits of the evaluation.		

Section 2: Summary of the findings related to the following
Project performance assessment:
Did the project achieve the objective that it was set to achieve? Describe this by enumerating the progress towards achieving the overall objective of implementing the project.
Relevance of the project design:
Did the project as a conceptual design address/respond to the identified problem or made use of the advantages brought in by the opportunity? Show how this was done?
Effectiveness in the achievement of outcomes and outputs:
Did the project achieve the objective it was meant to achieve? Provide a brief description of the project, the context in which it was designed and implemented. State the project development objective or the project purpose as set out in the PCN and assess progress. Unanticipated outcomes should also be accounted for. The consistency of the assumptions that link the different Levels of the results chain in the PCN should also be considered Explain how?
Efficiency in terms of timelines and resource use :
Were the desired results achieved in time, budget, and the right quality? Explain how to use appropriate analysis.
Impact and progress towards the achievement of the developmental objective:
What are the effects occurring during implementation, completion, and utilization of the project outputs (this could be intended or unintended effects)? Did the project cause the effects (Contributory or attributable)? Explain.
Sustainability in terms of financial, institutional, and technical capacities, partnerships with stakeholders, environmental and social sustainability:
Describe the measures that have been in place to ensure that the project benefits continue to be enjoyed after the project implementation is completed. This can be shown by reviewing the operational costs, human resources, and institutional arrangements in place to foster project sustainability. How will emerging issues address?
Any other findings in terms of unanticipated or additional outcomes.
Section 3: Summarize the lessons learned and recommendations related to the following:
Relevance of the project design.
Effectiveness in the achievement of outcomes and outputs
Efficiency in terms of timelines and resource use

Impact and progress towards the achievement of the developmental objective
Sustainability in terms of financial, institutional capacities, partnerships with stakeholders, environmental and social sustainability.
Other findings in terms of unanticipated or additional outcomes

3.7.4 Project Completion/Closure Reporting

The project completion report is prepared immediately after the project is complete and the completion criteria have been met.

3.7.4.1 Report timelines

The MDAs will prepare a project completion report at the end of project completion and all the project deliverables have been delivered or a completion criterion met.

3.7.4.2 Basic Data

This section contains the project completion report's basic data. It includes;

- i). Project Name
- ii). Project Reference Number
- iii). Contract No.
- iv). Sector
- v). Project Threshold
- vi). Commencement date
- vii). Total Project Cost
- viii). Completion Date
- ix). Financial Disbursement summary

This section reviews the financial resources disbursed and undisbursed in the form of a table

Table 3. 28: Financial Disbursement summary

Financing source	Disbursed amount (Ksh)	Percentage disbursed (%)	Undisbursed amount (Ksh)	Percentage undisbursed (%)
DP :				

GoK:				
Other				
Total				

3.7.4.3 Project Overview

This section briefly describes or reviews, in summary, the objectives, scope, expected outputs, outcomes, and goals of the project as per the Project Concept Note.

3.7.4.4 Post-implementation review by the implementation team

This section describes the management team that is responsible for reviewing and closing the project. A table in the following format is sufficient.

Table 3. 29: Post-implementation review by an implementation team

Evaluation reviewed by	Name	Date reviewed	Comments
Accounting Officer			
Director			
Project Coordinator or Manager			

3.6.4.5 Project Performance Findings

(i) Management effectiveness

This section reviews how effective management was in implementing the project. It describes briefly the effectiveness of the project implementation team as objectively as possible.

(ii) Quality of the outputs

This section reviews the quality of the project deliverables. A table in the following format is sufficient.

Table 3. 30: Quality of the outputs

Output indicators (as specified in the PCN)	Achievement (At Completion)	End target (at inception)	Percentage Completion	Remarks (on quality)
Output 1:				
Output 2:				

3.7.4.6 Cost efficiency

This section reviews how efficiently the project resources have been used. It determines whether the outputs have been delivered at minimal costs or optimal costs in terms of resources spent. A table in the following format is sufficient.

Table 3. 31: Cost efficiency

Planned project cost (Kshs. as per PCN)	Actual project cost (Kshs. at completion)	Percentage of Actual over planned	Remarks

3.7.4.7 Timelines in terms of schedule

This section reviews whether the project deliverables were produced as per the project timelines or optimal timelines or agreed on timelines. A table in the following format is sufficient.

Table 3. 32: Timelines in terms of schedule

Planned project duration (Months as per PCN)	Actual duration (Months from commence to completion)	Percentage of actual over a planned duration	Remarks

3.7.4.8 Unplanned or unanticipated side-effects

This section reviews the unplanned or unanticipated side effects of the project. These are results that were not anticipated during inception but which are achieved at completion. A table in the following format is sufficient.

Table 3. 33: Unplanned or unanticipated side-effects

Description of unplanned side effects	Type (environmental, social, others)	Positive or Negative	Impact on the project (High, Medium, Low)

3.7.4.9 Residual risks

This section reviews the project at completion and describes the risk events that may derail or prevent the project assets from bringing the desired change. A table in the following format is sufficient.

Table 3. 34: Residual risks

Residual Risk	Likelihood or probability	Impact on the project	Mitigation Measures

3.7.4.10 Administrative Closure and Accomplishments

(i) Performance metrics

This section briefly reviews the performance of assets created by the project. It briefly describes the performance standards of the completed asset using statistics from final acceptance tests or trial runs at completion or projection from plant operating capacity.

(ii) Completion criteria, customer or end-user satisfaction

This section briefly describes whether the project completion criteria have been met or satisfied. A table in the following format will be sufficient.

Table 3. 35: Completion criteria, customer or end-user satisfaction

Completion category	Completion Criteria	Customer or end-user Satisfaction.

3.7.4.1.1 Pending/Outstanding Issues/Open Issues

This sections reviews and reports on any issues that have not been completed. It could be deliverables that are not completed, resources not handed over, or assets not being utilized. It briefly describes the outstanding issues or open issues and actions required to address them. The actions needed to close the project shall include but not limited to the following:

- i). Closing all open contracts following their terms and conditions.
- ii). Handing over project deliverables to relevant end-users.
- iii). Handing over project documentation including copyrights, intellectual property, manuals, administrative rights, and source codes among others.
- iv). Handing over technical designs where applicable.
- v). Payments of contractors, suppliers, and consultancies.
- vi). Handing over or surrender of remaining financial and non-financial resources.
- vii). Communications actions are required to be done to project stakeholders on project closure

3.7.4.1.2 Lessons Learned and Recommendation

This section reviews the major lessons learned in the implementation of this project and recommendations to address them going forward. The templates for project completion are found in Table 3.16. The additional format for review is found in Annex III and IV respectively.

Table 3. 36: Project Completion Report Format

Section 1: General Project Information	
Basic Data	
Project Name:	
Project Reference Number:	Contract(s):
Project Threshold:	Sector:

Commencement date:	Total Project Cost:		Completion Date:	
Financing source	Disbursed amount (Ksh)	Percentage Disbursed (%)	Undisbursed amount (Ksh):	Percentage undisbursed (%):
		(%):	(Ksh):	
Donor:				
GoK:				
Other				
TOTAL				
Background Summary				
Briefly describe or review in summary the objectives, scope, expected outputs, outcomes, and goals of the project as per the project concept note.				
Post-implementation review by the implementation team				
Evaluation reviewed by	Name	Date reviewed	Comments	
Accounting Officer				
Director				
Project Coordinator or Manager				
Section 2: Project Performance Findings				
Management effectiveness				
Briefly describe the effectiveness of the project implementation team as objectively as possible				
Quality of outputs				
Output indicators (as specified in the PCN)	Achievement(At Completion)	End target (at inception)	Percentage Completion	Remarks (on quality)
Output 1:				
Output 2:				
O				
Cost efficiency				
Planned project cost (Kshs. as per PCN)	Actual project cost (Kshs. at completion)		Percentage of Actual over planned	Remarks
Schedule/ Timeliness				
Planned project duration (Months as per PCN)	Actual duration (months from commence to completion)		Percentage of actual over the planned duration	Remarks

Unplanned or unanticipated side-effects			
Description of unplanned side effects	Type (environmental, social, others)	Positive or Negative	Impact on the project (High, Medium, Low)
Residual risks			
Briefly describe any residual risks that can affect the realization of the project objectives in the following format.			
Residual Risk	Likelihood or probability	Impact on the project	Mitigation Measures
Section 3: Administrative Closure and Accomplishments			
Performance metrics			
Briefly describe the performance standards of the completed asset using statistics from final acceptance tests or trial runs at completion.			
Completion criteria, customer or end-user satisfaction			
Briefly describe whether the project completion criteria have been satisfied as follows:			
Completion category	Completion Criteria	Customer or end-user satisfaction.	
Section 4: Pending/Outstanding Issues/Open Issues			
<p>Briefly describe the outstanding issues/open issues and actions required to address them. The actions needed to close the project shall include but not limited to the following:</p> <ul style="list-style-type: none"> Closing all open contracts following their terms and conditions. Handing over project deliverables to relevant end-users. Handing over project documentation including copyrights, intellectual property, manuals, administrative rights, and source codes among others. Handing over technical designs where applicable. Payments of contractors, suppliers, and consultancies. Handing over or surrender of remaining financial and non-financial resources. Communications actions are required to be done to project stakeholders on project closure. 			
Section 5: Lessons Learned and Recommendation			
Briefly describe the lessons learned and recommendations going forward.			

PART 4

KEY

CONCEPTS

4.1 Introduction

This part describes the key concepts in M&E, the relationship between them, M&E systems, performance assessments, indicators, matrix, work plans and budgets for M&E.

4.2 Monitoring

Monitoring is a continuous process of collecting, analysing, documenting, and reporting information on progress to achieve set project objectives. It helps identify trends and patterns, adapts strategies, and informs decisions for project management. It can be also defined as a continuing function that aims primarily to provide the Management and main stakeholders of an ongoing intervention with early indications of progress and status of the achievement of results in a project. Monitoring is the continuous collection of data on specified indicators to assess for a development intervention on a project or policy its implementation concerning activity schedules and expenditure of allocated funds, and its progress and achievements concerning its objectives through routine checking of information on progress, to confirm that progress is occurring against the defined direction. It commonly involves monthly to quarterly to annual reporting on outputs, activities and use of resources (people, time, money, and materials).

4.2.2 Purpose of monitoring

They include the following;

- a) Support project implementation with accurate, evidence-based reporting that informs management and decision-making to guide and improve project performance.
- b) Contribute to organizational learning and knowledge sharing by reflecting upon lessons learnt.
- c) Uphold accountability and compliance by demonstrating whether our work has been carried out as agreed and in compliance with established standards and with any other stakeholder requirements.
- d) Provide opportunities for stakeholder feedback.
- e) Promote and celebrate project work by highlighting accomplishments and achievements, building morale, and contributing to resource mobilization.
- f) Strategic management in the provision of information to inform setting and adjustment of objectives and strategies.

- g) Build the capacity, self-reliance, and confidence of stakeholders, especially beneficiaries, and implementing staff and partners to effectively initiate and implement development initiatives.
- h) Check on conditions or situations of a target group and changes brought about by programme or project activities, as well as on the continued relevance of the project.
- i) Understand the synergetic relationships between program design and management, and M&E systems to determine the expected impact and objectives and how they will be achieved.

4.2.3 Characteristics of Monitoring

They include the following;

- a) Keeps track and maintains oversight.
- b) Documents and analyzes progress against planned program activities.
- c) Focuses on project inputs, activities, and outputs.
- d) Looks at processes of project implementation.
- e) Considers project results at the output level.
- f) Considers continued relevance of project activities to resolve the health problem.
- g) Reports on project activities that have been implemented.
- h) Reports on immediate results that have been achieved.

4.2.4 Types of monitoring

This section provides examples of different types of monitoring occurring simultaneously as part of an overall monitoring system.

a) Process monitoring

Process monitoring is implemented during the initial stages of a project mainly because its sole purpose is to track the use of inputs and resources in addition to examining how activities and outputs are delivered. Process monitoring is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact. It therefore, tracks the use of inputs and resources, the progress of activities, and the delivery of outputs. It examines how activities are delivered focusing on the efficiency in time and resources. In-process monitoring, routine data is

collected and analyzed to establish whether the project tasks and activities are leading towards the intended project results. It authenticates the progress of the project towards the intended results.

b) Compliance monitoring

The purpose of compliance monitoring is to ensure compliance with PIP regulations, grants, contract requirements, ethical standards, and most importantly compliance with the expected results of the project. The need for compliance monitoring could arise at any stage of the project life cycle.

c) Context monitoring

It is often called situation monitoring. It tracks the overall setting in which the project operates. Context monitoring helps project implementers identify and measure risks, assumptions, or any unexpected situations that may arise within the institutional, political, financial, and policy context at any point during the project cycle that affects the project.

d) Financial monitoring

The main purpose of financial monitoring is to measure financial efficiency within a project. It tracks the real expenditure involved in a project in comparison to the allocated budget and helps the project team to form strategies to maximize outputs with minimal inputs. This is often conducted in combination with the processes and compliance monitoring, and it is vital for accountability and reporting purposes. Financial monitoring is concerned with the monitoring of budgets and finance and is linked to auditing. It is usually concerned with tracking costs against defined categories of expenditure. It simply refers to monitoring project expenditure and comparing them with the budgets prepared at the planning stage.

e) Administrative or logistics monitoring

Covers issues such as the maintenance of premises, transport, personnel, stock-keeping, and other forms of administration that are involved in a project. It tracks them to ensure that they are utilized as predetermined.

f) Assumption monitoring

Every project has its working assumptions which have to be clearly outlined in the project log frame. These assumptions are those factors that might determine project success or failure, but which the project has no control over. Therefore, assumption monitoring involves measuring these factors which are external to the project. A project needs to carry out assumption monitoring as it may help to explain the success or failure of that project. For example, a project that was promoting the use of contraceptives may realize that uptake of the use of contraceptives has dropped. The drop in use of the contraceptive could, however, be attributed to increased taxation on the importation of contraceptives in the country which makes them more expensive, rather than on project failure. These assumptions can inform the mitigation strategies and policies that can drive the desired changes within the society.

g) Organizational monitoring:

Organizational monitoring tracks institutional development, communication, collaboration, sustainability, and capacity building within an organization and with its partners and stakeholders concerning project implementation. It is often done in conjunction with the monitoring processes of the larger implementing organization.

h) Results monitoring

Results monitoring is the point where monitoring interlinks with evaluation. It gathers data to demonstrate a project's overall effects and impacts on the target population. It helps the project team to determine if the project is on the right track towards its intended results and whether there may be any unintended impacts both positive and negative. Results monitoring tracks the effects and impacts of a project.

i) Technical monitoring

This type of monitoring involves assessing the strategy that is being used in project implementation to establish whether it is achieving the required results. It involves the technical aspects of the project such as the activities to be conducted. Technical monitoring may for example establish that this could be a result of installing chlorine dispensers at the water source and women are too time-

constrained that they have no time to line up to get chlorine from the dispensers. This may prompt a change of strategy where the project might opt for household distribution of bottled chlorine. Technical monitoring, therefore, contributes to identifying and adopting strategies in projects mainly to achieve the intended results or impacts.

j) Impact Monitoring:

Impact monitoring is a type of monitoring that continually assesses the impact of project activities on the target population. Indeed, impacts are usually the long-term effects of a project. However, for projects with a long life span, there emerges a need for measuring impact change to show or prove whether the general conditions of the intended beneficiaries are improving or otherwise

4.2.5 Principles of good monitoring

They include the following;

- i). Well focused to specific audiences and uses; It should look for what is going on well and what is not in terms of progress towards intended results. Observations are recorded in reports with recommendations and decisions for appropriate follow-up action.
- ii). Systematic; It is based on predetermined indicators and assumptions on verification and validation of progress – there should be continuous follow-up and documentation of achievements and challenges as they occur without waiting until the last moment.
- iii). Participatory; It ensures that commitment, ownership, and feedback on performance by involving key stakeholders –reduce costs, build understanding and ownership.
- iv). Based on indicators, baseline data, and realistic targets.
- v). Based on a good project design, with a realistic chain of activities, outputs, and outcomes.
- vi). Based on the most appropriate monitoring frequency for each indicator.
- vii). Sensitive to social, economic, political, religious, environmental, gender, and cultural issues.
- viii). Look for unanticipated changes within the project and its context, including any changes in assumptions/risks; this information should be used to adjust project implementation plans.

4.2.5 Levels of monitoring

According to the Executive Order No: 1-2019 on the "Monitoring Framework for Coordination and Implementation of National Development Programmes and Projects. Monitoring can be conducted at various levels based on the scope of the monitoring exercise. Information gathered from the project level usually forms the basis for monitoring results at higher levels. The following is an outline of levels of monitoring in Kenya;

i). National Monitoring Level

It facilitates all monitoring activities in the public sector and national government at large. The key role is to ensure government monitoring coordination arrangements are established and implemented through quarterly meetings of the technical advisory groups. It will also provide oversight, technical support to state and non-state agencies concerning the building of technical capacity and the culture of M&E in mobilizing resources for capacity development at the national and devolved levels of government. Besides, it provides a standard format for reporting that will be prescribed and updated from time to time on the timelines, frequency, and reporting arrangements for submitting the monthly, quarterly and annual basis. In addition, it gives ad hoc financial and non-financial reports relating to the activities of their respective MDAs.

ii). County Monitoring level

The county governments have set up units/departments responsible for developing crucial systems needed for M&E, performance management, and statistical data collection. The draft M&E Policy and M&E Framework, which are crucial to the formalization of the M&E structures at the county level are being established. M&E units are not yet fully operational in most counties due to inadequate technical capacities. In few counties that have established M&E units, their M&E reports are not well coordinated resulting to different M&E definitions and concepts.

iii). Sector Monitoring Levels

This is drawn from public sector institutions, private sectors, development partners, and civil societies to perform the following mandates: - research and results analysis, dissemination for

advocacy & sensitization, capacity development, policy coordination to assess progress and advice MED on the development of its work plans.

4.2.6 Frequency of monitoring

Monitoring frequency refers to the time intervals at which data are collected on a particular indicator. The frequency of monitoring is largely determined by the information and communication requirements of stakeholders concerning the intervention. Some interventions require information daily, weekly, monthly, quarterly, semi-annually and annually. How often monitoring is undertaken will also depend on several other factors which includes:

- i).** Scope of the intervention.
- ii).** Resource availability.
- iii).** Communication needs.
- iv).** Level of risk associated with the intervention.
- v).** The life span or time frame of the intervention.

The decision on the frequency of monitoring for a given indicator will depend largely on the availability of data and the cost of data collection. Data on input indicators such as public expenditures can be tracked daily and reported monthly or quarterly. Data on output indicators are most often available quarterly but it is highly desirable to have information on key outputs throughout the year. Data on some outcome indicators could be available annually. However, data on some impact indicators may not be available annually and would have to be collected every two to five years through household surveys or participatory approaches. The reporting format requires that each project produce both cumulative.

i). Quarterly reports and an analytical annual report

In a cumulative quarter system, the first quarter is three months, the second quarter is six months, the third quarter is nine months, and the fourth quarter is twelve months. The contents of the quarterly and annual reports differ. The quarterly report is a checklist based and reports on activities; the annual report is analytical and details the achievements of the project in terms of results, it updates the situation analysis and offers lessons on implementation.

ii). Monthly Monitoring Reports

Reporting requirements specify quarterly project reports, some projects prefer to have monthly reports, especially on the individual work plans. The individuals responsible for activities and tasks prepare monthly monitoring reports that include an assessment of the level of achievement, difficulties experienced, and suggestions for the next month.

iii). Annual Reports

Project annual report contains the following sections;

- i).** Project Details (Title, Project number, duration, etc.)
- ii).** Executive Summary
- iii).** Background to the project and/or introduction
- iv).** Inputs
- v).** Up-date on activities
- vi).** Achievement of Results (Sub/Key)
- vii).** Contribution to intermediate effects, outcomes, and impacts
- viii).** Contribution to parent program results
- ix).** Deviation from the objectives/key results/goals
- x).** Obstacles encountered and solutions identified
- xi).** Plans for the next reporting period

iv). Project Completion Reporting

A project completion report is a formal document of the closing of a project. Further, it describes your project in the background of the problems aimed by the project and specifies the goals and objectives of the project as well as its intervention area in the overview. It describes the results and outcomes of the project refer to annex 8. A project closure checklist is used by project managers to prevent overlooked processes in preparation for project closure. It performs the following:

- i).** Provide an overview of the project
- ii).** Determine the status of each project process
- iii).** Take note if there are unaddressed issues
- iv).** Assign corrective actions

- v). Assess the overall performance of the project
- vi). Sign off with a digital signature

v). Reporting for Evaluation

A final evaluation report is a written document that describes how you monitored and evaluated your project. It presents the findings, conclusions, and recommendations from a particular evaluation, including recommendations for how evaluation results can be used to guide program improvement and decision making. The primary function of evaluation reports is to inform management about the findings, conclusions, recommendations, and lessons learned developed through the assessment process.

4.2.7 Steps in conducting monitoring

Conducting monitoring is a process that is integrated with conceptualizing the project implementation. Project monitoring should ideally form a kind of critical dialogue, which upholds the reality of beneficiaries, and the complex context at the forefront in terms of service delivery on projects interventions. To fulfill this the following steps should be followed: -

i). Needs Analysis:

It is a systematic process for determining and addressing project needs, or “gaps” between current conditions and desired conditions or “wants”; before project work begins, therefore it is said to involve key stakeholder during project initiation phase. Stakeholders are always best placed to determine whether a need exists and have frequently put a great deal of thought into the design of relevant and viable solutions.

ii). Project M&E Design

A project design is a strategic organization of ideas, materials and processes for the purpose of achieving a goal. Project managers rely on a good design to avoid pitfalls and provide parameters to maintain crucial aspects of the project, like the schedule and the budget. In this stage of the project, the decisions about how to manage and govern are made depending on the needs.

iii). Stakeholder Mapping

Stakeholder mapping is the visual process of laying out all the stakeholders of a product, project, or idea on one map. The main benefit of a stakeholder map is to get a visual representation of all the people who can influence your project and how they are connected.

iv). Defining the Theoretical Framework

Theoretical framework explains how the activities are undertaken by project intervention and contribute to a chain of results that lead to the intended or observed impacts through results chain, logic model, program theory, outcome mapping, impact pathway and investment logic. Theoretical framework is used to develop better Key Evaluation Questions, identify key indicators for monitoring, identify gaps in available data, prioritize additional data collection, and provide a structure for data analysis and reporting.

v). Defining the Logic, Mapping the Indicators

In this step observable occurrences, which form the basis of the evidence of the project change can be counted and mapped by identifying indicators and aligning with their project objectives.

vi). Milestone Identification, planning, and scheduling

A milestone is a specific point within a project's life cycle used to measure the progress toward the ultimate goal. Milestones in project management are used as signal posts for a project's start or end date, external reviews or input, budget checks, submission of a major deliverable, etc. A milestone is a reference point that marks a significant event or a branching decision point within a project.

vii). Designing the Instruments; selecting the tools

Once the indicators have been identified and specified in time, project plans are clear then describe the change created to determine whether your project was a success.

viii). Implement and Monitor:

Monitoring and implementation should take place side-by-side with monitoring teams continually ensuring that the programme work is consistent in quality such that the data gathered is reliable, with the implementation team providing feedback where certain things about how the work is done might need to change due to circumstances. As the Monitoring team, be sure to listen and respond. Facilitating implementation while giving sound strategic advice can add immense value and boost the ability of the implementing team to create meaningful and lasting change.

ix). Analyze

At this step, different types of analysis are explored; Visualization software can be extremely helpful to provide a graphical analysis. Thematic analysis for qualitative survey feedback can be a

helpful method. Statistical tools are most frequently used to try and show directions and intensity of causation.

x). Report:

Reporting should aim to map a path, between the immense complexity, and the ‘answers. The way any report is ultimately compiled highly depends on the monitoring methods that were selected from the onset. Whether highly quantitative and analytical, or rich in case studies around small, radically different, and subjective change, this report is a record of the important work taking place.

4.3 Evaluation

There is no universally agreed definition of the term “evaluation”. Different players will describe it differently depending on their specific use and the context. However, this the manual adapts the definition as provided by the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD), which defines evaluation as “The systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results concerning specified evaluation criteria”. At the very least, the result of an evaluation is a set of recommendations to address issues regarding project design or plan (i.e., outcomes/results), implementation (allocation of human and financial resources) and, lessons learned to guide future policymaking, planning, and budgeting.

4.3.1 Purpose of Evaluation

The most common thing about projects is that they may sound compelling, full of promise and worthwhile, but it is difficult to know if they achieve what they promise without collecting data and evaluating them. Evaluation provides a window as to whether, why and how projects achieve their goals.

Evaluation is also important in ensuring that limited resources are utilized most efficiently for the greatest impact possible. Generally, evaluations serve to strengthen planning processes, resource allocation and utilization, decision making and social accountability. An evaluation may also be conducted for varied reasons including;

- a) Learning how to optimize for success and discovering the story behind the results- what happened, why (the story behind what happened) and why the story matter and what to do next, including what are the unintended results, positive or negative.
- b) Evaluation as an approach for project improvement, scale up or replication- in the true sense of learning, evaluation allows for improvement of the project delivery processes, geographic expansion and or replication to new areas.
- c) Objectively assist project implementers to determine the recommended criteria, whether the project is relevant, effective, efficient, impactful, an sustainable.
- d) Assist the project implementers to carry a thorough review and re-think their strategies and approaches and if these could contribute to the achievement of goals and objectives.
- e) Generation of detailed information (data) about the project and implementation processes, information (data) that can be used to improve service delivery, fundraising, public relations as well as identifying opportunities for replication.

4.3.2 Classification of Evaluation

Many types of evaluations exist; therefore, evaluation methods need to be customized according to what is being evaluated and the purpose of the evaluation. It is important to understand the different types of evaluation that can be conducted over the lifespan of a project and when they should be used. Evaluations are generally determined by the objective or purpose, timing of the evaluation, who is conducting the evaluation or the evaluation team, technical specification of the evaluation.

1. Objective or purpose of the evaluation

Grouped according to objective or purpose, evaluations can be described as **formative**, conducted during implementation to rectify and improve project delivery. A summative evaluation is conducted at the end of a project and its objective is to provide insights as to effectiveness, efficiency, and replication in similar settings.

2. Timing of the evaluation

i). Ex-ante evaluation

It is conducted before the launch of a project primarily to ascertain the feasibility of the project and can include cost-benefit analysis, economic rate of return, policy analysis, and environmental impact assessment among others.

ii). Mid-term evaluations

They are conducted at the mid-point of the project life span and are conducted to review performance and preliminary results as well as consider modifications as applicable.

iii). End Term evaluation

It's conducted to assess the achievements and challenges documented throughout the project implementation phase. The results from a final evaluation are very useful in the formulation of policies and developing best practices.

iv). An ex-post evaluation

It is carried out way after project closure, within 5 years to determine intervention impact and sustainability of results.

3. Who conducts evaluation?

An internal evaluation is conducted by planning or official from the implementing agency. An external evaluation is conducted by an independent evaluator or a team of evaluators (consultants) who do not work for implementing agency.

4. Technical Specification and scope

Evaluations can also be based on technical specifications or scope such as project, thematic, progress, impact, economic rate of return, or cost-benefit evaluations.

4.3.3 Steps to conducting evaluation

The ten steps for evaluating at a glance are shared below but need not be followed in the order they are presented. The ten steps are shared with an external evaluator (consultant) in mind and the organization/agency/institution must have the technical capacity to understand each step and supervise the entire evaluation process.

i). Clarify what is to be evaluated

To develop an evaluability assessment with a clearly defined goal, objectives, population, activities, outputs, and outcomes/impact. Step 1 addresses the question as to whether an evaluation should be carried out in the first place given the available information and the context. It is important, to begin with, a clear description of what is to be evaluated (e.g., project progress, outcome/impact).

ii). Engage Stakeholders

To build support for evaluation through meaningful engagement with stakeholders. This step involves mapping out stakeholders, identifying their interests and expectations, and engaging them in a review of objectives used to develop evaluation questions. It is recommended that a list of organizations is developed and/or people with an interest in the evaluation and define stakeholder information needs and intended use of evaluation results.

iii). Assess resources and evaluability

To assess available resources for evaluation and whether the project is ready for evaluation. Evaluation can be a time-consuming and expensive undertaking. It is better to undertake an honest review of available resources to avoid challenges during an evaluation. Resources include funds, time, human resources (staff of the agency and consultant), transport, IT platform, etc. When planning for an evaluation, determine if.

- i. There is clarity on the project to be evaluated and why evaluation is needed
- ii. Evaluation will be useful
- iii. Leadership buy-in is high and will shape the program\
- iv. Adequate resources are available
- v. Timing is right

Use the above information to make a final decision whether conducting evaluation is feasible and necessary as well for further clarification and defining of your evaluation.

iv). **Determining your evaluation questions**

To identify and determine questions to meet your evaluation goals.

Involve as many stakeholders as possible to ensure all needs are addressed. Pay attention to logic model contents, stage of development (e.g., planning, implementation, or completion stage), and evaluations already completed, and resources needed.

v). **Determine appropriate methods of measurement and procedures**

To identify the most feasible and credible methods to use and how data will be collected

Pay attention to purpose, evaluation questions, the feasibility of data access, data use, data reliability, stakeholder expectations, and what is already being captured. Develop a data collection plan that includes what to measure (indicators), when to collect data (before, after, or both), how to collect data (qualitative, quantitative/both) and from whom to collect data (specific subgroup/representative sample of the population of interest). Consider ethical issues of data collection (anonymity of data, confidentiality, and informed consent).

vi). **Develop Evaluation Plan**

To identify specific evaluation activities, tasks, roles, resource allocation, and deadlines. The evaluation plan outlines a detailed work plan showing how and when key evaluation activities, tasks, and roles are spread out in the entire evaluation period. A data collection matrix can be part of the evaluation plan. A matrix generally includes information gathered from previous steps, evaluation questions, and links to logic model, indicators, methods, data sources, timelines, roles and responsibilities, and how data will be analyzed. In step 9, once you develop your dissemination plan, which too can be added to the evaluation plan.

vii). **Data Collection**

To collect credible evidence to answer each evaluation question-results and recommendations depend on data quality. Develop data collection tools (interview guide, questionnaires) and procedures and train data collectors. Explore whether incentives are appropriate and consider ways

of enhancing response rates. To ensure validity, pilot test tools, and procedures and closely monitor data gathered for accuracy. If an issue arises, have a contingency plan to modify and recollect the information. Computerize data entry for ease of analysis and generation of reports.

viii). **Process data and analyze results**

To enter data, check the quality, and consistency of data entry, and analyze data to identify your evaluation results. Strategize on how to conduct a review of data quality during and after data collection. During data collection, pay attention to the first batch of responses and take note of errors and non-response and bring this to the attention of data collectors and team lead. After data collection, enter data and double-check for quality and consistency of entry, sort to find missing, high or low values (quantitative), and check the content by reviewing transcripts entered (qualitative). Organize data in a format that can be summarized and interpreted. Analyze by conducting statistical analysis of quantitative data and identify themes from qualitative data. This is a highly technical step and sets the stage for data interpretation.

ix). **Interpret and disseminate results**

To interpret and share your evaluation findings, engaging stakeholders so they can help in identifying recommendations; Base interpretation on the original evaluation questions. Create a list of recommended actions that address your outcomes and use this information to develop materials to communicate your findings. Presentation of findings can take many forms and may include a written report, slide show presentation, and/or short informational video. Visual aids can be very powerful methods for communicating evaluation results. Make results available to stakeholders and audiences and be sure to tailor what is disseminated to the interests and how they can make use of the evaluation results.

x). **Formulate dissemination and communication strategy**

To use your evaluation results review recommendations with stakeholders to identify actionable outcomes and discuss what has been learned from conducting the evaluation and next steps to incorporate results. Develop a management response to each recommendation and develop an action plan for implementing the recommendation. Undertake a detailed evaluation of the evaluation (meta-evaluation) to improve future similar evaluations.

xi). **Building evaluation capacity**

Strengthening evaluation capacities is part of creating effective institutions or agencies for development and creates a platform for mutual accountability and collaboration. The capacities of MDAs as the primary agents for policy and project evaluations require targeted capacity building through workshops, meetings, conferences, and seminars. Selected key M&E staff needs to participate in highly specialized evaluation courses. Recommendations for improving the evaluation capacity of MDAs include:

- i. Convene stakeholders to brainstorm important MER concepts such as performance indicators, theory of change, and results-based management. This will enhance the evaluation capacity of staff from planning.
- ii. Extend invitations to relevant stakeholders to participate in evaluation training programs organized primarily for evaluation practitioners.
- iii. Determine effective ways of to communicate evaluation findings to stakeholders using appropriate methods and approaches.
- iv. Ensure compelling and evidence-based reporting.

4.3.4 Key Evaluation Questions (KEQs)

KEQs are the high-level questions that an evaluation is designed to answer- not specific questions that are asked in an interview or through a questionnaire. Developing a set of makes it easier to decide what data to collect, how to analyze, and how to report. They need to be developed at the beginning of evaluation planning- however, sometimes KEQs are already prescribed by an evaluation system or a previously developed evaluation framework. KEQs should be developed by considering the type of evaluation, its intended users, its intended uses, and the evaluation criteria being used. The five criteria to evaluate development interventions (relevance, effectiveness, efficiency, impact, and sustainability) outlined in the OEDC/DAC evaluation guideline provide a good starting framework. A useful starting set of key evaluation questions based around these criteria could, for example, include:

- i. Is the initiative delivering on outputs and outcomes as planned? (**Efficiency and effectiveness**).

- ii. Are they (or were the) activities and their delivery methods been effective? Are there aspects that could have been done differently? (**Process effectiveness**).
- iii. Is the wider project story being told? What range of outcomes (intended and unintended) has the project contributed to – taking account of each of social, economic, environmental, and cultural considerations (**relevance and impact**).
- iv. How has the initiative influenced the appropriate stakeholder community, and what capacities has it built? (**Relevance and impact**).
- v. Has the initiative been delivered on a budget? (**efficiency**).
- vi. Is the project impacting positively on key groups and issues that have been identified as important in project design – particularly gender, indigenous, youth, and environment? (**Relevance and impact**).
- vii. Is there evidence that the initiative is likely to grow – scaling up and out – beyond the project life? (**sustainability**).

4.3.5 Developing Terms of Reference for Evaluation

Developing a well-specified Terms of Reference (TOR) is an important step in managing a high-quality evaluation. TORs provide an important overview of the main purpose of an evaluation. In an evaluation where an external consultant(s) is involved, the TOR document provides the basis of a contractual arrangement between the contracting agency/entity and the consultant(s)/evaluation team/company and establishes the parameters against which the success of the evaluation can be objectively assessed. From Table 4.1, the specific content and format of TOR will vary to some extent depending on the institution's requirements, local conditions, and the type and duration of the assignment. Common elements of TOR include:

1. Why and for whom evaluation is being done

- Background knowledge about the evaluation and including objective, strategy, and progress to date
- Purpose (s) of the evaluation
- Primary intended users and uses
- Key evaluation questions

2. How it will be accomplished

- Overall scope and approach
- Evaluation methodology/evaluation plan (maybe part of TOR and at times done as part of evaluation proposal).

3. Who will undertake the evaluation and be accountable?

- Professional qualifications, experience, and expertise are required for the evaluator or evaluation team.
- Roles and responsibilities of the parties, including processes for signing off evaluation plan and reports

4. Milestones, deliverables, and timelines

- What deliverables are required and when- for example, detailed evaluation plan, inception, progress, interim, draft final, and final reports.
- Timelines

5. What resources are available to conduct the evaluation

- Budget
- Existing data

Table 4. 1: General Framework for Terms of Reference

Structure	Contents
Project Background	The background to the evaluation explaining its origin and broad purpose. A solid background description of the project, operation, or theme to be evaluated
Project Status	The current state of implementation
Purpose and scope of evaluation	Defined purpose and statement of objectives and scope
Key Issues	Key evaluation issues to be covered
Method	Proposed evaluation methods to be used, reports to be reviewed, and performance indicators
Team composition	Profile and mix of expertise, subject matter knowledge by the lead evaluator
Schedule and logistics	Tentative itinerary and logistical plan

Final Evaluation Report	Guidelines on reporting structure including length of the report
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4.3.6 Selecting an evaluator/evaluation team

A transparent selection process uses explicit criteria and involves a selection panel or a committee to discuss and agree. This committee is guided by the approved qualification of the evaluation consultant and evaluation team. Within the selection, a panel would be the project manager or the head of the department or agency and most often would double as the evaluation manager through whom all communication between the consultant/firm and the contracting agency is made. The following are the Selecting an evaluator/evaluation team:-

i. Shortlisting potential candidates/evaluation firms

The selection panel will organize applications review meetings to shortlist candidates who meet the set-out selection criteria. Ranking of candidates is facilitated by carefully considering the relative importance of the selection criteria to the overall evaluation goal. The selection criteria can consider variables such as essential versus desired qualifications, a mix of expertise of the evaluation team, the experience of similar assignments, and proposed evaluation cost.

ii. Final Selection of the evaluator(s)

The final selection can be preceded by an initial phone screening to identify top candidates to proceed to the final screening stage. Final screening can involve face-to-face interviews or further phone interviews. The selection panel decides beforehand, questions to pose to candidates, and scoring for each question. For example, the questions may cover the following areas.

- Knowledge and experience- does the bidder have the market, industry, and or professional experience to your agency's requirements.
- Team composition- are the team members listed appropriately qualified and are they the ones who will out the assignment? Is the team known to your agency?
- Business values and policies- Does the bidder reflect your agency's values and expectations of quality?
- Understanding or interpretation of the TORs- How well does the bidder understand the scope and size of the assignment? Are they up to the challenge?

- Innovation and creative thinking- has the bidder demonstrated the ability to respond to emerging issues/challenges during the evaluation?

iii. Guiding framework- Public Procurement of goods and services

The recruitment process is guided by the provision of PPDA 2015 (Revised Edition of 2016) Part X-Procurement of consultancy services, which outlines key steps to follow when seeking to procure services of a consultant or a company.

4.4 Designing Impact Evaluation

An impact evaluation provides information about impacts produced by an intervention. Many development agencies use the definition of impact provided by the OECD and DAC. “Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.” (OECD-DAC 2010). The definition implies that impact evaluation:

- Goes beyond describing or measuring impacts that have occurred to seeking to understand the role of the intervention in producing these (causal attribution);
- Can encompass a broad range of methods for causal attribution; and, includes examining unintended impacts.

4.4.1 Why do impact evaluation?

An impact evaluation can be undertaken to improve or reorient an intervention (i.e., for formative evaluation) or to inform decisions about whether to continue, discontinue, replicate, or scale up an intervention (i.e., for summative purposes). Most often, impact evaluations are used for summative purposes. Ideally, an impact evaluation does not only produce findings of what works but also provides information about what is needed to make the intervention work for different groups in different settings.

4.4.2 When to do impact evaluation?

Impact Evaluation should only be undertaken when its intended use can be identified and when it is likely to be able to produce useful findings, considering the availability of resources and timing of decisions about intervention under review. An evaluability assessment might need to be done

first to assess these aspects. When considering impact evaluation, it is important for the agency concerned to review the relevance of the evaluation to the MDAs development strategy; its potential usefulness; the commitment from senior leadership or policymakers to using its findings; and/or its potential use for advocacy or accountability needs. It is also important to consider the timing of an impact evaluation. When conducted as an afterthought, the findings come too late to inform decisions. When done prematurely, it will provide an inaccurate picture of the impact, for example, may be overstated or understated because of insufficient time or decline over time.

Table 4. 2: Timing of Impact Evaluation

Issue	Impact evaluation might be appropriate when...	Impact evaluation might NOT be appropriate when...
Intended uses and timing	There is scope to use the findings to inform decisions about future interventions	There are no clear intended uses or intended users.
Focus	There is a need to understand the impacts that have been produced	The priority at this stage is to understand and improve the quality of implementation
Resources	There are adequate resources to undertake a sufficiently comprehensive and rigorous impact evaluation.	Existing data are inadequate and there are insufficient resources to fill gaps.
Relevance	It is linked to the strategies and priorities of an organization, partnership, and/or government	It is peripheral to the strategies and priorities of an organization, partnership, and/or government

4.4.3 Evaluation Matrix

The Evaluation Matrix (sometimes called an Evaluation Framework) forms the main analytical framework for an evaluation. It sets out how each evaluation question and evaluation criteria will be addressed. Similarly, impact evaluations use a pre-analysis plan. It breaks down the main questions into sub-questions, mapping against them data collection and analysis methods, indicators or/and lines of inquiry, data collection tools, and sources of information.

It provides a clear line of sight from the evaluation questions as defined at the start of the evaluation to the findings as outlined in the final evaluation report. The Evaluation Matrix serves as an organizing tool to help plan the conduct of the evaluation, indicating where secondary data will be used and where primary data will need to be collected. It guides analysis, ensures that all data collected is analyzed and triangulated, and supports the identification of evidence gaps. As such, the Evaluation Matrix ensures that the evaluation design is robust, credible (reducing subjectivity in the evaluative judgment), and transparent.

Table 4. 3: Evaluation Matrix

Evaluation Question 1 example: How appropriate was the intervention					Criterion: Relevance
Sub-questions	Indicators	Data collection methods	Main sources of information/data	Data analysis method/Triangulation	Data availability/reliability
Example: Were the activity's targeting and transfer modalities appropriate to food security and	Example: Stakeholder perceptions regarding the degree to which needs of different groups were identified	Example: Desk review using a structured framework Key Informant Interviews Focus groups	Example: 2015 WFP VAM analyses Government needs analysis study (2014) evaluation 2015 Data from key	Example: Narrative/thematic analysis of secondary data Discourse analysis of primary data (interviews/focus groups)	

<p>nutrition needs of women, men, boys, and girls from different groups?</p>	<p>appropriately; and targeting was done based on needs % of beneficiaries who say that service met their needs (by group) The degree to which beneficiaries feel/perceive that the service was tailored to their needs</p>	<p>with beneficiaries</p>	<p>Informant interviews with: Co-operating partners Ministry representative s partner UN + donor representative s Data from beneficiary focus groups (held separately with women and girls' beneficiaries)</p>	<p>Data disaggregation (women/vulnerable groups)</p>	
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Take the following steps to prepare the evaluation matrix:

- i. First, determine what we need to learn in the evaluation (evaluation questions). The five evaluation criteria will help us formulate evaluation questions as specifically as possible.
- ii. Next, consider the goals and objectives of the project to make value judgments (the basis for judgment).
- iii. Then, consider whom to contact, what data to collect, and how to do it to answer evaluation questions (data source, necessary data, and data collection methods).
- iv. There are various data collection and analysis methods. It is more effective to use several different approaches to offset the weaknesses of one approach with the strength of the.

- v. Finally, bring all planning elements together in an evaluation matrix. The matrix should be flexibly applied to meet the different purposes of each evaluation.

4.4.4 Utilization of evaluation Results

There are a series of overlapping steps that should be taken to maximize the internal and external benefits of an evaluation report. First, the project team goes through the experience of the evaluation preparation, evaluation plan, and process, debrief and review of the final report. The team then reflects on the conclusions and recommendations and generalizes the information beyond the immediate project. From there the focus shifts to how this newly acquired knowledge should be applied to the project or beyond. Finally, the team considers what needs to be shared with other teams, with the broader organization, and with the field.

These steps include; firstly, experience which entails the evaluation process, debrief & evaluation report. The second step entails reflecting and generalizing; what worked well, what did not work well, and what should be changed. The third step is applying; adapting the project accordingly and lastly sharing; offer new thinking to colleagues, stakeholders, public and broader fields.

4.5 Relationship between Monitoring and Evaluation

M&E are important management tools that are necessary to track the progress and facilitate decision-making for present and future interventions. M&E are closely related concepts, interactive, and mutually supportive. Monitoring presents what is being delivered while evaluation answers the question, “what has changed as a result of the intervention?” Through routine tracking of progress, monitoring can provide quantitative and qualitative data useful for designing and implementing an evaluation. Indeed, monitoring forms the basis for a sound evaluation by providing essential data and information on inputs and outputs. Using the results of periodic evaluations, monitoring tools and strategies can be refined and further developed. However, there are lots of differences between them. Some major differences between M&E include:

Table 4. 4: Differences between Monitoring and Evaluation

Criterion	Monitoring	Evaluation
Definition	Monitoring is the systematic and routine collection of information about the project's activities.	Evaluation is the periodic assessment of the project's activities.
Frequency	It is an ongoing process that is done to see if things/activities are going on track or not i.e., it regularly tracks the project.	It is done periodically to measure the success against the objective i.e. it is an in-depth assessment of the project.
Focus	<ul style="list-style-type: none"> • Was delivery according to plan • What were the deviations • Were they justifiable? • inputs, activities, and outputs 	<ul style="list-style-type: none"> • Relevance • Efficiency • Effectiveness • Impact • Sustainability • outcomes, impacts and overall goal
Timing	On-going during the lifespan of the intervention	<ul style="list-style-type: none"> • Before, mid-point, and at the end of the intervention • Impact evaluations- some years afterward
Indicators	Often describes results for individual cases	Often aggregates data giving an overview of many cases
Number of people	Many people are involved	A limited number of people are involved

4.6 Participatory Monitoring and Evaluation

Participatory monitoring & evaluation (M&E) is a process through which stakeholders at various levels engage in M&E in a particular project, or policy, share control over the content, the process, and the results of the M&E activity and engage in taking or identifying corrective actions. Participatory M&E focuses on the active engagement of primary stakeholders. As with all other M&E elements, the process for Participatory M&E must be prepared before project implementation. Participatory M&E is defined as a process in which primary stakeholders actively participate in tracking progress towards the achievement of self-selected or jointly agreed to results and the drawing of actionable conclusions. Stakeholder participation can be broad, including a wide range of staff, beneficiaries, and partners. It can also be narrow, targeting one or two groups of partners.

Participatory M&E is based on the premise that projects have multiple stakeholders who have different perspectives on what constitutes projects success and failure. Examples of PM&E methods frequently used include Participatory Rural Appraisal (PRA), Participatory Learning and Action (PLA), Community Score Card (CSC). These approaches recognize the importance of local knowledge in promoting successful community development planning, implementation, M&E. They are meant to create a positive learning environment, deepen public consultation, and provoke thinking and action. They help release creativity in people and enable them to take a more active partnership role, especially in community projects aimed at improving the quality of life. Participatory M&E methods are characterized by:

- i. Teamwork.
- ii. Interaction among team members, consisting of evaluation facilitators and key stakeholders (e.g., community members) to generate the data and information.
- iii. Team members examining their own experience and learning from it.
- iv. Organizing the data or information and feeding these findings back to those people who reported the information, while allowing sufficient time for reactions.
- v. Determining the real meaning and validity of the information gathered.
- vi. Deciding with the people plan for future actions.

Participatory methods and tools can be used to gather a wide range of quantitative and qualitative information including baseline data, gender equity, and aspects of relevance, effectiveness, efficiency, impact, and sustainability of an intervention. They are useful for assessing ‘difficult issues’ such as the participation of poor women, vulnerable and excluded groups as well as management and power relations.

4.6.1 Participatory Monitoring

Participatory monitoring is the systematic recording, sharing, and periodic analysis of information that has been chosen and recorded by beneficiaries with the help of service providers. There is one key difference between participatory monitoring and conventional monitoring. In the case of participatory monitoring, stakeholders play an active role in the monitoring activities. They maintain records, analyze progress, and use the information generated to make decisions about project implementation.

4.6.2 Participatory Evaluation

Participatory evaluation refers to the involvement of all stakeholders in the evaluation of an intervention. Instead of having a team of service providers conduct the evaluation, the partners themselves conduct the evaluation. If any outsiders are involved, their role is usually to facilitate the process as technical advisors. In an ideal situation, all key decisions regarding the evaluation are made by the project partners. These include:

- i.** When to conduct the evaluation.
- ii.** Data collection, analysis, and interpretation; and
- iii.** Reporting and using the findings.

4.6.3 When is it most appropriate to use Traditional or Participatory M&E?

Participatory evaluation is appropriate in the following conditions:

- i.** When there are questions about implementation difficulties or effects on beneficiaries.
- ii.** When information is needed on stakeholders' knowledge of stated goals and their views of progress.

Traditional evaluation is appropriate in the following conditions:

- i.** When there is a need for independent external judgment.
- ii.** When specialized information can be provided only by technical experts.
- iii.** When key stakeholders have no time to participate.
- iv.** When there is a lack of agreement among stakeholders.

4.6.4 Purpose of Participatory M&E

It provide stakeholders with regular information during the lifespan or long after the implementation of a development intervention. It allows adjustments to be made during implementation and provides information for future participatory evaluations. The benefits of Participatory M&E include the following:

- i.** It promotes the judicious use of resources.
- ii.** It creates an information base for future evaluations.
- iii.** It allows for the definition of more relevant local indicators.
- iv.** Problems are identified and solutions are sought early.

- v. Good standards are maintained.

4.6.5 Steps in conducting Participatory M&E

The step-by-step process for doing Participatory M&E depends on the tools and techniques discussed as follows:

- i. **Planning the Participatory M&E Process**

The planning stage requires a lengthy process of negotiation, contestation, and collaborative decision-making among various stakeholders. Identifying objectives and monitoring indicators can be the most difficult part of planning a Participatory M&E process. In some cases, a common set of indicators is developed, while in other instances different stakeholder groups develop their own sets of indicators.

- ii. **Clarify expectations**

This step can be a lengthy process of negotiation, contestation, and collaborative decision-making among various stakeholders according to their expectations of the process and their information needs.

- iii. **Determine objectives and indicators**

Identifying objectives and monitoring indicators can be the most difficult part of the Participatory M&E process. In some cases, a common set of indicators is selected; in other instances, different stakeholder groups develop their indicators.

- iv. **Define the priorities**

Stakeholders determine which goals, objectives, and activities to focus on.

- v. **Collect the data**

Stakeholders agree on data collection methodology, responsibilities, and timing. Data collection may involve both quantitative and qualitative methods and tools. Quantitative methods include community surveys and interviews. Qualitative methods include participatory learning methods using visual, interviews and focused group discussions.

- vi. **Analyze the data and decide on actions to be taken**

While data analysis is often thought of as a rather mechanical and expert-driven task, Participatory M&E offers stakeholders an opportunity to be actively involved in the critical analysis of successes and constraints and the formulation of conclusions and lessons learned.

vii. **Agree on how the findings are to be used and by whom**

The results of Participatory M&E activities are shared with all stakeholders and there is a discussion of appropriate actions to be taken based on the findings.

viii. **Sharing the information and defining actions to be taken**

In this step, the results of M&E activities are shared with other stakeholders based on the findings. A participatory approach to monitoring and evaluation will usually make use of many techniques and tools, selected, and combined to suit the objectives of the M&E work and the resources available. Many of the techniques associated with Participatory Rural Appraisal (PRA), Beneficiary Assessment (BA), and SARAR have been used in the context of monitoring or evaluation. Some examples of these methodologies' trademark techniques and applications to M&E.

4.6.6 Participatory M&E Tools & Techniques

The tools and techniques available for use in participatory M&E include both more traditional tools from the social sciences and recently developed PRA tools. Most PRA tools were originally developed for use in community assessments (participatory rural appraisals, participatory learning, and action, etc.). However, most of them can also be used for planning, documenting, and reporting on M&E activities. The purpose of these tools is to elicit group discussion, reflection, and sharing and to stimulate groups of programme stakeholders to formulate conclusions and plans for action.

4.6.6.1 Participatory Rural Appraisal (PRA)

PRA is a methodological approach that is used to enable project managers to analyze their situations and to develop a common perspective. It is an assessment and learning process that empowers project managers to create the information base they need for participatory planning and action. Outsiders contribute facilitation skills and external information and opinions. Many

different tools have been developed for use in PRA. There are four main classes: tools used in group and team dynamics; tools for sampling; options for interviews and dialogue; and options for visualization and preparing diagrams.

4.6.6.2 Transect Walk

These are systematic walks with key informants through the area of interest while observing, asking, listening, and seeking out problems and solutions. There are different types of transect walks such as walking across an area, looping, or walking from one point to another. Walking through a public leads to the observation of some indicators and an understanding of the issues of concern. It provides the team with an overall view of the public and helps it identify issues that might merit further exploration.

4.6.6.3.1 Conducting a Transact Walk

It consists of the following: -

- i. Based on the topics or indicators to be observed, decide who should be involved in the transect walk. The indicators form the basis of observations and measurements during the walk.
- ii. Decide the transect route with the aid of a map of the public if it is available. The same route should be taken each time to keep a stable basis for observing changes.
- iii. Keep a good record of what emerges from the transect walk.
- iv. Sketch what has been seen and discussed and use that as the basis for subsequent transect walks.
- v. Compare the different observations for each transect walk and use that as the basis for further discussion.

4.6.6.4 Impact Flow Diagrams

Impact Flow Diagrams are used to explain the contributing causes or reasons for a particular problem, to identify the effects or impact of a particular change. From a participatory M&E perspective, this method can reveal the impact of a development intervention on the beneficiaries.

How to construct Impact Flow Diagrams

- i. Decide on a specific topic such as a project activity or an event.
- ii. Ask what has happened because of that activity or event. The answers, either positive or negative, indicate the consequences of that activity or event. Those consequences are noted as symbols or words. They are placed on the diagram to show, with arrows or lines, how cause and effect are linked. Try also to probe for indirect consequences or, if someone mentions something that is an indirect consequence, ask them to explain what caused this more directly.
- iii. A previous diagram can be used as a basis for comparison to generate a discussion on why changes might have occurred and the rate of change.
- iv. Compile group flow diagrams into a single diagram.

4.6.6.5 Venn Diagrams

A Venn diagram is a visual depiction of the similarities and differences between two or more different items. It is used to depict key institutions, organizations and individuals and their relationship with the project stakeholders. On the Venn diagram each institution is represented by a circle. The size of the circle represents the importance, significance or power of that institutions. It consists of a series of shapes - usually circles - whose edges overlap. Venn diagrams are useful in any situation requiring a direct comparison of two or more categories or concepts within project intervention in M&E.

4.6.6.6 Citizen Report Card (CRC)

The CRC is a participatory evaluation tool used to obtain summative feedback from citizens on the performance of the government, service providers, or projects to form the basis for joint reflection and correction among key stakeholders. In strategic terms, CRC seeks to discover weak processes in service delivery, poor services, and areas of dissatisfaction to form the basis for resource mobilization to demand improvements and ultimately administrative reforms for better M&E performance.

4.6.6.6.1 Phases of the CRC

The implementation of the CRC initiative involves seven key phases:

i. **Identification of Scope**

The first step in carrying out a CRC is to be clear on the scope of the evaluation. The administration of the report card initiative is a technical exercise hence there is the need to identify a credible organization that can undertake the exercise.

ii. **Design of Questionnaires**

The design requires input from the service providers and users. After the questionnaire is designed, it must be pre-tested before it is administered in full scale.

iii. **Sampling**

The sample size must be determined. Usually, the larger the sample sizes the better. However, this must be weighed against resource constraints. More importantly, the purpose is to aim for greater representation.

iv. **Execution of Survey**

A special group of survey personnel must be selected and trained to be thoroughly informed about the purpose of the survey and also knowledgeable in the art of questioning.

v. **Data Analysis**

In analyzing data, respondents should rate government services this is what will be read as a “report card”.

vi. **Dissemination**

The findings of the survey should be disseminated in print and electronic media. Making the findings widely known and available to the public makes it difficult for the service provider to ignore the results.

vii. **Institutionalization**

CRC initiatives will serve little purpose unless the implementation is followed by efforts at institutionalization on a sustained basis. For example, the government can use report cards for program-based budgeting and therefore link the results with public spending.

4.6.6.6.2 Content of the CRC

The content is the feedback from actual users of services and generally covers the following:

- i. Availability, access, and use of service.
- ii. Satisfaction with service.
- iii. Responsiveness of service provider
- iv. Hidden costs (corruption)
- v. Willingness to pay
- vi. Quality of life.

The CRC provide conclusions on the following:

- i. Citizen satisfaction with the quality of each service.
- ii. Comparison of service providers on reliability and user satisfaction.
- iii. Responsiveness and quality of problem-solving agencies.
- iv. Estimate of hidden costs incurred by citizens.

4.6.6.6.3 Application of the CRC

There are diverse ways in which the CRC can be applied. These include:

- i. Urban service delivery.
- ii. National or regional service delivery.
- iii. Sector service delivery.
- iv. Programme evaluation, for example, rural food security.
- v. Inter-regional comparisons on access, use reliability, and satisfaction with public services.

4.6.6.7 Community Score Card (CSC)

The CSC is a participatory tool that uses focus group discussions to collect data from community members for analysis, with the main objective being to influence the quality, efficiency, and accountability with which services are provided at the local level. The CSC involves four key components:

- i. The input tracking scorecard
- ii. The community-generated performance scorecard
- iii. Service providers' self-evaluation scorecard
- iv. Interface meeting between users and service providers.

4.6.6.7.1 CSC Implementation Stages

The CSC is divided into six key stages as follows:

- (i) Preparatory groundwork.
- (ii) Developing the input tracking scorecard.
- (iii) Generation of the community performance scorecard.
- (iv) Generation of the self-evaluation scorecard by service providers.
- (v) The interface meeting between community and service providers.
- (vi) The follow-up process of institutionalization.

4.6.6.7.2 Tracking Score Card Development

This is a term used to describe a statistical record that measures progress or achievement towards a set of M&E performance indicator. It gives decision-makers the ability to combine specific metrics in order to gain an overview of a complete performance scorecard. The following are the steps in conducting tracking score card development:-

- i. To be able to track inputs, budgets, or entitlements, it is important to start by having supply-side data. This can be in the form of:
 - a. Records of inputs.
 - b. Financial records.
 - c. Entitlements based on national policy (e.g., one meal per child per day under the school feeding programme).

- ii. Provide information on entitlements to the community; this indicates what is supposed to be provided by the service provider.
- iii. Participants should be divided into focus groups based on their involvement in the service or project (e.g., facility or project staff, users);
- iv. Discuss and agree on measurable input indicators that will be tracked – i.e., identify indicators for actuals and entitlements, for purposes of comparison.
- v. Fill in the Input Tracking Score Card.
- vi. Inspect the physical facility of input or output (optional where applicable) to see if it is of adequate quality.

4.6.6.8 Community Score Card

The Community Score Card (CSC) is a participatory, community based monitoring and evaluation tool that enables citizens to assess the quality of public services such as a health centre, school, public transport, water, waste disposal systems and so on. It is used to inform community members about available services and their entitlements and to solicit their opinions about the accessibility and quality of these services. By providing an opportunity for direct dialogue between service providers and the community, the CSC process empowers the public to voice their opinion and demand improved service delivery.

Key steps in implementing a CSC are:

1. Preparatory groundwork and research:
 - (i) Identify the subject and scope of the assessment
 - (ii) Carry out preliminary research regarding current inputs, entitlements, degree of usage etc.
 - (iii) Identify people or groups within the sample area who can help to facilitate the implementation of the CSC process, such as traditional leaders, NGO staff, and officials of national or county governments.
 - (iv) Conduct an awareness campaign to inform people about the purpose and benefits of the CSC.
 - (v) Train facilitators.
2. Help community members generate a scorecard
 - (i) Convene community members into one or more focus groups.

- (ii) Ask each group to identify performance/quality indicators for the public service in question.
 - (iii) Ask the group to score each indicator and give reasons for the scores.
 - (iv) Ask the group to develop their own suggestions on how to improve the service, based on the performance criteria they have identified.
3. Help service providers to generate a self-evaluation score card
- (i) Hold a brainstorming session with service providers including the management and the staff to develop self-evaluation indicators.
 - (ii) Ask the service providers to score each indicator and give reasons for the scores.
 - (iii) Invite service providers to discuss and propose possible solutions.
4. Convene an interface meeting between community and service provider
- (i) Aided by the facilitators, each focus group presents its scores.
 - (ii) Reasons for scores are discussed.
 - (iii) Service providers react and give feedback.
 - (iv) All participants discuss and potentially agree possible solutions.
5. Advocacy and follow-up
- (i) Document the process and record score card results in a brief with clear and understandable format.
 - (ii) Disseminate results through the media and communities.
 - (iii) Feed score card results into other policy and advocacy processes.
 - (iv) Ensure the implementation and follow-up of the solutions.
 - (v) Take steps to institutionalize the process .

Benefits

- (i) Relatively easy to use and flexible in application.
- (ii) Strengthens citizen voice and community empowerment.
- (iii) Promotes dialogue and consensus building as well as information gathering.
- (iv) Establishes mechanisms of direct feedback between users and service providers.
- (v) Enhances confidence in the service provider particularly when the score is high and/or solutions to identified problems are implemented effectively.

- (vi) Builds local capacity to hold public sector accountable and to engage effectively in public deliberations on priority issues.
- (vii) Generates performance criteria for benchmarking the quality of services that can subsequently be used by community members or the government for ongoing monitoring and evaluation.

4.6.6.10 Participatory Public Expenditure Tracking (PETS) Surveys

PETS are quantitative exercises that trace the flow of resources from origin to destination and determine the location and scale of anomaly. These are distinct from but complementary to qualitative surveys of the perceptions of consumers regarding service delivery. They highlight not only the use and abuse of public resources, but also give insights into the concepts of cost efficiency and accountability for proper M&E. In the absence of a strong institutional infrastructure to manage information flow, tracking surveys provide a realistic portrayal of the status of demand and supply of services, potentially justifying the creation of cost-effective mechanisms of public accountability through, for example, information dissemination on resource allocation and use.

4.6.6.10.1 Steps in implementing PETS Surveys

Nine major steps have been identified in the process of development and implementation of PETS:

i. Preparation

The first step in conducting PETS is a consultation with key stakeholders. Meaningful consultation is important in the initial stages of the project to collect user input from those most closely involved, clarify the expectations of all involved, and motivate them to participate fully. Furthermore, a consultation helps to foster and develop ownership of the process.

ii. Research Questions and Hypotheses

The second major step is to identify research questions and hypotheses. Key service delivery issues are to be identified here. Problems are to be explored and tentative answers or hypotheses are to be developed. Using the education sector as an example, a research

question could be as follows: why is school enrolment on the decline? Why isn't it improving, especially in poor communities, despite increased government funding? One possible answer, or hypothesis, to this question is that funds do not reach all the schools.

iii. Mapping

The third step is the mapping of resource flows or funding sources. The objective is to identify the major sources of funding that flow through the system. In a particular sector, all sources of funds should be carefully considered both on and off-budget, and both internal and external. Do projects funds flow primarily from the central government? Or from decentralized administrative levels? And what percentage of funds comes from bilateral or multilateral donor agencies? And do other sources, such as parent-teacher associations or the private sector, contribute funds? The nature and characteristics of various flows of funds should be identified in a resource map for maximum usefulness.

For each of the resource flows identified, it is important to understand:

- a. Where are 'the decision points' for allocation and deployment of the resources?
- b. What are the allocation rules and administrative processes involved?
- c. What accounting and recording procedures are used for each type of flow?

iv. Questionnaires

A questionnaire is a specific set of written questions which aims to extract specific information from the chosen respondents. The questions and answers are designed in order to gather information about attitudes, preferences and factual information of M&E respondents. Questionnaires focus on the sampling of a smaller population statistically representative of the wider population in question. This sample, in turn, proves more manageable to study, reducing the investigator's overall workload and costs while also making it easier to ensure homogeneity and quality within a smaller data-set.

v. Sampling

The next step is to create a sample population on which to administer the survey. Sampling means that data will not be collected on all the country's schools or health clinics, but the sample should be large enough to be able to conclude the work. For this reason, a stratified random sample with

representatives of all the facilities in the country should be selected, considering the different types of facilities.

vi. **Fieldwork**

At this level, administer the questionnaire and begin the PETS. However, capacity in terms of staff, time, and budget required should be reviewed. To ensure the quality of the survey work, the questionnaires should also be reviewed carefully after field-testing and modified if necessary. Individuals administering the survey and their supervisors should be trained well and a guide for interviewers should be developed.

vii. **Data Collection and Compilation**

Once data have been collected through the administration of the questionnaire in the field, the next step in PETS involves entering and cleaning up the data. There are a few key recommendations for success in this stage:

- a. Involve a data management specialist from the very beginning to ensure consistency in coding.
- b. Pre-code all variables directly on the questionnaires – this reduces the time required for data cleaning after the survey.
- c. Plan return visits in case of errors and inconsistencies.

viii. **Data Dissemination and Reporting**

The final step in the PETS is the dissemination of results. To this end, an interim summary report should be produced and must include the main findings of the survey and major policy recommendations. Later, a full report should be produced, including all survey findings, a detailed analysis of causes and effects, and wide dissemination of results in the electronic and print media to reach the citizenry.

4.7 Monitoring and Evaluation System

Monitoring and Evaluation (M&E) System represents all the activities that need to be carried out before, during, and after project implementation, to track and measure progress (and success) in achieving the goal. In general terms, a M&E system would be made of several activities that will

include; those responsible for M&E tasks in the organization, the intervals where data should be collected, how the data is collected, who collects the data, the type of database that is used for storing the data, the standard forms and data collection tools to be used, how the data is analyzed, the evaluation questions, the frequency with which an evaluation takes place, the budget allocated for evaluation, etc., In specific terms; M&E system is a ‘series of policies, practices, and processes that enable the systematic and effective collection, analysis and use of monitoring and evaluation information.

The system that is ultimately developed should fit your context, needs, and purposes. A well-designed M&E system ‘will ensure a consistent approach to the collection, analysis, and use of information, whilst allowing considerable scope for different parts of an organization to develop their solutions in response to their situations’. Additionally, a best M&E system should preferably be supported by the OECD DAC guidelines or criteria of (i) relevance, (ii) coherence (iii) effectiveness (iv) Efficiency (v) impact, and (vi) sustainability. A well-functioning M&E system is a critical part of good project/program management and accountability. Timely and reliable M&E provides information to:

- i. Support project implementation with accurate, evidence-based reporting that informs management and decision-making to guide and improve project/program performance.
- ii. Contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons learned so that we can gain the full benefit from what we do and how we do it.
- iii. Uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and with any other donor requirements.
- iv. Provide opportunities for stakeholder feedback, especially beneficiaries, to provide input into and perceptions of our work, modeling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.
- v. Promote and celebrate our work by highlighting our accomplishments and achievements, building morale, and contributing to resource mobilization.
- vi. M&E needs to be understood as an integrated reflection and communication system within the project that must be planned, managed, and resourced and utilized.

A robust M&E system helps guide the intervention strategy and ensure effective operations for all key stakeholders. It is one part of the overall management of the project. Each stage of the project cycle requires certain key M&E tasks to be carried out by specific stakeholders. A detailed M&E plan is developed during project start-up and needs to be documented clearly and shared with those who are to implement it. The M&E system will itself need to be monitored and updated regularly during the life of the project.

4.7.1 Inner Circle Monitoring

The inner cycle is about Monitoring, and it consists of 6 steps.

i. Identify Project Objectives and Strategies

This part could be referred to as the project design/planning stage. If it is not developed during the planning or design stage, this time M&E officer and management staff need to determine it.

ii. Setting Indicators

This part is also referred to the project design/planning stage that the organization or institution had developed especially indicators and targets or milestones that the project or program wants to be achieved.

iii. Selecting the Tools and Techniques

There are several tools and techniques which are used for data collection. Those tools could be used either as a participatory or empowerment way depends on thematic issues, the context of the project or program.

iv. Collecting Data

Data collection which is referred to secondary and primary data collection using the tools and techniques above. Team of data collectors, data enumerators, data entry, and interpreters must be mobilized and worked.

v. Analyze the Results

Once the data are collected or collated, then data need to be analyzed and written narratively and easy to understand by all stakeholders.

vi. **Use the Learning to Improve:**

After all, findings are presented key lessons needed to be taken and learned to improve the next phase of the project or program design/planning again.

4.7.2 Outer Circle - Evaluation

The outer cycle is about evaluation, and it involves 5 key criteria for any project evaluation:

i. **Relevance**

The extent to which the objectives of a project are consistent with the target group's priorities and the recipient and government policies. The assessment will look at the project's services are met or responded to beneficiaries' needs.

ii. **Effectiveness**

The assessment looks at whether the project or program has achieved its stated objectives and goal during that setting timeframe (or life cycle of the project).

iii. **Efficiency**

The assessment looks at how the organization or project staff had utilized resources to achieve such particular objectives and goals. Sometimes misused funds or materials resources did not make the project or program successful.

iv. **Sustainability**

The assessment looks at the perception or views of beneficiaries and other stakeholders related to whether the project or program can be sustainable after the project completion or after the project is phased out from that area.

v. **Impact**

The assessment looks at the positive changes arising from the project or program including changes in behaviors, practices, change in living conditions and change in policies.

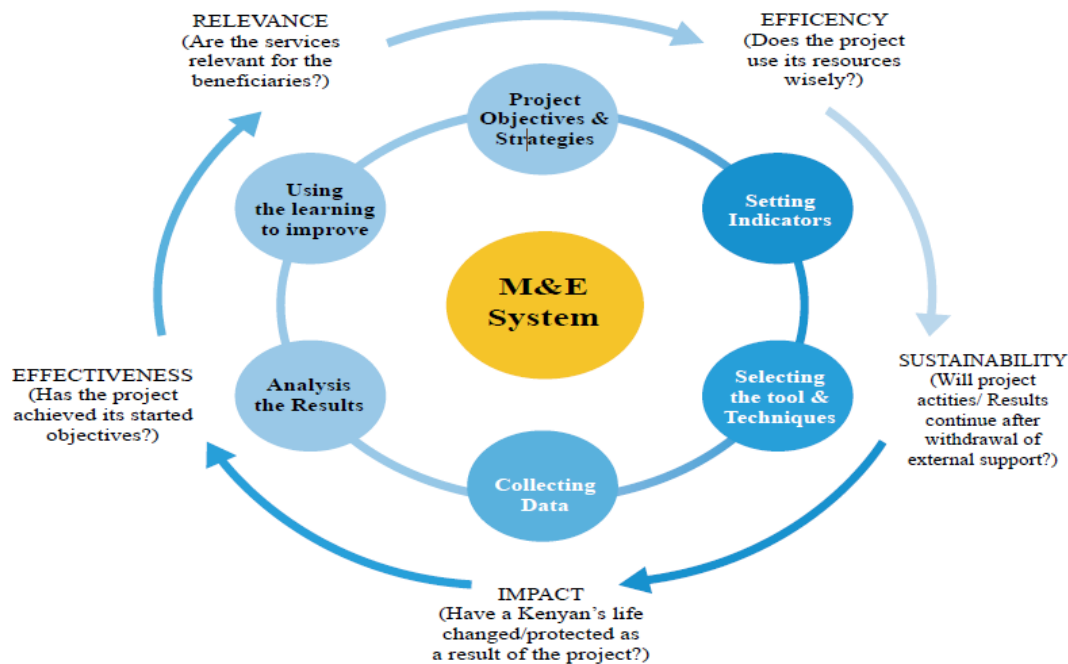


Figure 4. 1: Comprehensive View of M&E system.

4.7.3 Five elements of a good M& E system

- i. **A capable M&E staff unit:** All the MDAs should have a separate M&E Unit/
- ii. **Clear goals and objectives of the project:** The MDAs should have set clear goals and objectives for its mandate and aligned to the rest of the project/ program that will operate throughout the period.
- iii. **A core set of indicators and targets:** All programs or projects need a core set of indicators and clear targets to be achieved monthly, quarterly, or annually. These indicators and targets are found in the program or project log frame.
- iv. **A plan for data collection and analysis:** As becoming mandatory, all programs or projects require data collection and analysis to set indicators and targets smartly and reliably. Data collection and analysis plan must be a priority and data collection should be done during baseline survey/ assessment.

- v. **A plan for data dissemination:** Once the data collection, analysis and report are completed, the organization needs to disseminate that result to relevant stakeholders, project partners, and its donors.

4.7.4 The 10 steps of developing an M&E Systems

The essential actions involved in building an M&E system are to:

- i. Formulate outcomes and goals
- ii. Select outcome indicators to monitor
- iii. Gather baseline information on the current condition
- iv. Set specific targets to reach and dates for reaching them
- v. Regularly collect data to assess whether the targets are being met
- vi. Analyze and report the results.

The 10-step models in developing an M&E system are.

- i. 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 begin with the foundation of a readiness assessment.
- ii. The model highlights the political, participatory, and partnership processes involved in building and sustaining M&E systems, the need for key internal and external stakeholders to be consulted and engaged in setting outcomes, indicators, and targets..
- iii. This involves setting key performance indicators to monitor progress concerning inputs, activities, outputs, outcomes, and impacts. Indicators provide continuous feedback and a wealth of performance information.
- iv. The model relates to establishing a performance baseline for qualitative or quantitative data that can be used at the beginning of the monitoring period. The performance baselines establish a starting point r to monitor and evaluate results.
- v. This builds on the previous steps and involves the selection of results targets as an interim step to a long-term outcome. Targets can be selected by examining baseline indicator levels and desired levels of improvement.
- vi. The model includes both implementations and results monitoring. Monitoring for results entails collecting quality performance data, for which guidelines are given

- vii. This deals with the uses, types, and timing of evaluation
- viii. This looks at ways of analyzing and reporting data that will be used by decision-makers to make the necessary improvements in projects, policies, and programs.
- ix. This uses findings, It's important in generating and sharing knowledge and learning within governments.
- x. It covers the challenges in sustaining result-based M&E systems including demand, clear roles, responsibilities, trustworthiness, credible information, accountability, capacity, and appropriate incentives.

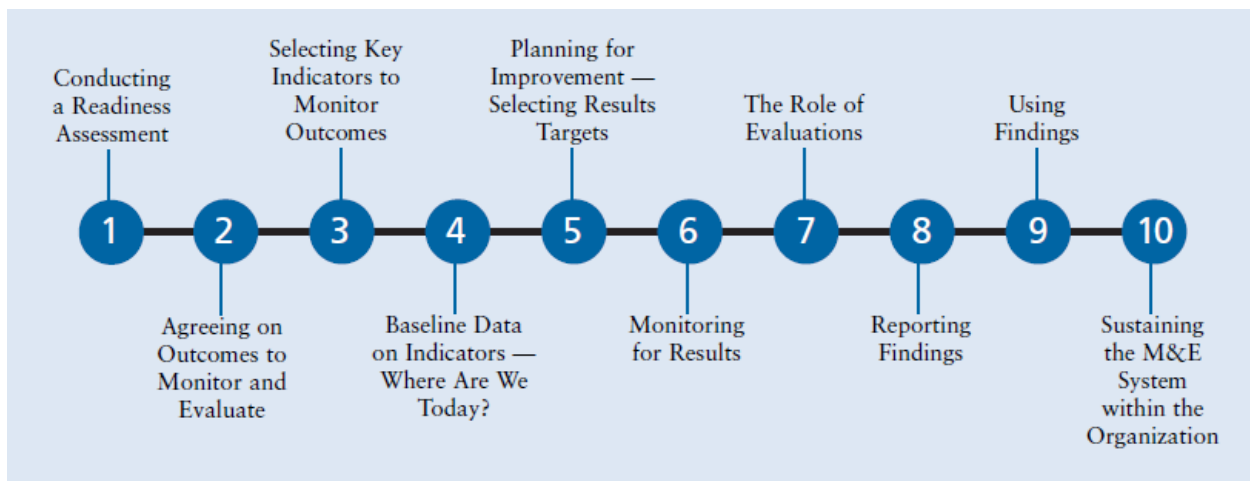


Figure 4. 2: The 10 steps of developing an M&E Systems

4.7.5 The National M&E Systems

M&E at the national level is made up of all the M&E systems in the country. The NIMES is the national agency responsible for coordinating all M&E activities in the country. The national M&E system provides the mechanisms to monitor and evaluate the implementation of government policies and programmes at all levels of governance.

4.7.5.1 Purpose of the National M&E system

M&E is critical to sound governance and necessary for the achievement of development goals. Government-wide M&E requires detailed knowledge both across and within sectors and interactions between planning, budgeting, and implementation. The picture is complicated even further when the machinery of government is decentralized. This complex intra-governmental structure with diffused powers and functions demands a strong national M&E system to promote

coordination and prevent fragmentation. Other key reasons for establishing an effective and efficient national M&E system include the following:

1. **Tracking development processes and results:** The national M&E system provides the basis and data for analysis of the relationships between inputs, outputs, and their associated outcomes and impacts.
2. **Evidence-based policymaking:** The use of strong evidence can make a difference to policymaking in at least five ways:
 - i. **Achieve recognition of a policy issue:** M&E results can reveal aspects of social or economic life that had, remained hidden from the general public and policymakers. Once this information is revealed, groups such as civil servants, non-governmental organizations, development agencies, and the media can lobby for the new policy issue to be recognized and addressed.
 - ii. **Inform the design and choice of policy:** Once a policy issue has been identified, the next step is to analyze it, so that the extent and nature of the problem can be understood. This understanding provides the basis for subsequent policy recommendations.
 - iii. **Forecast the future:** Evaluations that look into the future are required to gauge whether or not a policy measure taken to alleviate a problem in the short term will be successful in the long run. When a government is committed to attaining targets in the future, forecasting models allow an assessment of whether these targets are likely to be met.
 - iv. **Monitor policy implementation at regional and sector levels:** Once policies are being executed, information is required by policymakers to monitor the expected results of the policies. Careful monitoring can reveal that key indicators are on-track or off-track, leading to a change of policy.
 - v. **Evaluate the policy impact:** Compared with monitoring, measuring the impact of policy intervention is more demanding of methodology and information. It is essential to incorporate an explicit mechanism for evaluating the policy impact.
 - vi. **Linking plans and budgets at all levels:** An effective national M&E system is essential for good planning and budgeting systems and provides valuable feedback to those systems. The M&E processes relate directly to planning, budgeting, programme implementation, project management, financial management, and reporting.

3. **Institutional and individual performance appraisals:** The national framework for rewards, sanctions, and recognition should take M&E achievements into account. The recruitment and promotion of top public servants should therefore include criteria for M&E skills. Training in M&E should also form part of the institutional skills development strategy.

4. **Improve accountability, goods, and service delivery:** The national M&E processes entail gathering and using information and knowledge to improve accountability and enhance service delivery. This cannot be achieved unless explicit and sustained efforts are made at all levels to find out what information is needed to improve government performance in terms of accountability and service delivery.

4.7.5.2 Characteristics of a functional National M&E system

- i. A legal framework backing the M&E system with institutional mandates.
- ii. A clear national M&E policy and purposes and clear directives.
- iii. Committed political leadership and M&E champions supporting the system in all MDAs.
- iv. Adequate financial resources are made available for M&E activities and processes in all MDAs
- v. A capable institution at the national level to coordinate and maintain the system.
- vi. There are units in all MDAs with specific M&E mandates, procedures, and responsibilities.
- vii. There is adequate staffing and M&E concepts, tools, techniques, and relevant skills are well known, understood, and applied in all MDAs
- viii. The system is based on M&E plans prepared through a participatory process at all levels.
- ix. Monitoring is done as a routine in all MDAs
- x. Evaluations are mandatory and carried out in all MDAs
- xi. The M&E information generated is used to improve management, and to influence policy formulation and decision making in all MDAs
- xii. The M&E information is disseminated within and outside the MDAs (to media houses, CSOs, traditional authorities, academia, and research institutions, etc.)
- xiii. There are functional management and information systems in all MDAs

4.7.5.3 Assumptions and risks of the M&E System

Assumptions and risks underlying the national M&E system answer two questions: What are the assumptions for the effective functioning of the system? What risks can contribute to or derail the achievement of the objectives of the system?

4.7.5.4 Assumptions

The M&E system assumes there is capacity within the government to generate and use information and data that will assist in improving public sector management and performance. This assumption turns out to be false unless there are conscious efforts by government institutions to build this capacity and ensure that it is being used. The system further assumes that there will be greater demand for M&E information if effective incentives are built into the system. However, this stands the risk of failure if there is no understanding of how M&E information can assist public sector managers and decision-makers in moving to achieve national development goals.

4.7.5.5 Risks

Risks refer to the uncertainty of achieving expected results from the national M&E system. The risks that can adversely affect M&E systems at all levels of governance include the following:

- i. Inadequate human resources and high attrition rates.
- ii. Limited M&E competencies and capacities.
- iii. Lack of or non-functional M&E information systems.
- iv. Inadequate fieldwork.
- v. Weak reporting and/or unreliable results.
- vi. Weak compliance with M&E requirements (M&E guidelines, formats, reporting timelines, etc.)

4.7.5.6 Managing National M&E Risks

Risk management is a systematic approach to respond proactively to change by mitigating threats and capitalizing on opportunities. The national M&E system, therefore, requires strategic leadership and a clear understanding of basic concepts and their potential uses to ensure efficiency and effectiveness. In addition, the national M&E system can only succeed if there is:

- i. Commitment to providing the necessary financial, material, and human resources for the M&E system at all levels of governance.
- ii. Commitment to supporting the values and ethics that underlie a successful M&E system (which include a commitment to achieving development results, evidence-based policy formulation and decision making, objectivity, transparency and accountability, partnership, and ownership of the development process by the stakeholders).
- iii. A strong civil society demanding and advocating evidence-based policymaking with consideration for age, gender, disability, social status, ethnicity, other social factors, and cultural values.
- iv. Willingness and ability to challenge any negative tendencies or culture within the government establishment.
- v. Capacity within government institutions and civil society organizations to demand and use M&E information as part of the normal process of doing business.
- vi. A government that is clear about where and how M&E information can and will be used (e.g. in policy, planning, programme and project development, decision making, budgeting, etc.).
- vii. Adequate rewards and sanctions within the governance system to ensure that senior public servants produce credible and timely M&E information and ensure effective utilization of the results.
- viii. Recognition within the government for formal and informal mechanisms and forums for reporting and sharing M&E information.
- ix. General recognition that access to M&E information increases transparency and accountability.
- x. Commitment to make M&E information from the government available to the media, civil society, etc.

4.8 Monitoring & Evaluation Performance Assessments

M&E performance assessment provides government officials with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. This manual describes the use of Logic Framework Approach as one of the methods of M&E performance assessment for PIP.

4.8.1 Logic Framework Approach (LFA)

LFA are project planning tools that define the inputs, outputs & outcomes of a project to explain the thinking behind its design and show how specific activities lead to desired results. Inputs include the resources, contributions, and investments that go into a project; outputs are the activities, services, events, and products that reach the project's primary audience; and outcomes are the results or changes related to the project's intervention that is experienced by the primary audience. Identifying inputs, outputs, and outcomes helps to answer questions like:

- i. What resources are required to successfully carry out the project?
- ii. What is the project manager going to do to make sure the project has an impact on the identified problem?
- iii. Who makes up the primary audience that the project is trying to engage?
- iv. What is the goal of the project?

4.8.1.1 Why Develop a Logic Framework Approach?

Defining inputs, outputs, and outcomes early in project planning ensures a deliberate flow of activity to results. LFA are visual tools that can help project create action plans for activities. They also help project implementers see how the individual pieces fit into larger objectives and goals as follows:-

- i. Logic models are also helpful for keeping track of activities, including both achievements and issues that arise during the life of the project.
- ii. The logical framework approach follows a hierarchical results-oriented planning structure and methodology which focuses all project planning elements on the achievement of one project purpose.

- iii. Logical frameworks are presented as diagrams connecting project inputs to processes, outputs, outcomes, and impacts as they relate to a specific problem or situation.
- iv. Logic models show what resources the project will need to accomplish its goals; what the project will do; and what it hopes to achieve, emphasizing links between these aspects.
- v. A Logical Frame Approach is a project planning approach that is used as a systematic tool for designing, planning, implementing, monitoring and evaluating a project

4.8.1.2 Steps of developing a LFA

i. Identify the Problem

The problem being addressed by the project needs to be well defined so that all project staff and stakeholders working on the project have the same definition of the problem. This ensures that everyone agrees on the project's objectives before beginning any activities through proper description of the problem and who it affects most.

ii. Determine the Key Program Inputs

This step considers key areas - such as human resources, office supplies, and field resources. It often helps to create two columns of inputs: one that lists things that are needed (e.g., office space, computers and other electronic equipment, staff, volunteers) and another that outlines wish list items or things that would be helpful but are not critical for a successful program.

iii. Determine Key project Outputs

Determine the actions project staff will take (outputs) to ensure that the project succeeds (e.g., activities, services, events and products created). The project should take actions based on its characteristics and seek to engage all stakeholders in its actions. Outputs may sound like the results of programmatic work, but they represent a sign of progress. Outputs describe the process that will help the project achieve its goals.

iv. Identify project Outcomes

Determine the ultimate project goals or outcomes by splitting outcomes into short-term, mid-term, and long-term so that it is easier to recognize progress over time. Long-term outcomes should closely mirror the ultimate solution to the problem ;The short-term

and mid-term outcomes should follow logically from the resources in addition to the primary stakeholders and actions described as outputs.

v. Rethinking the logic behind the project.

For this reason, it is important to have several other staff members contribute to the development of the logic model. Additionally, defining external or outside factors and account for changes in the project design.

vi. Identify external influencing factors

Project interventions are always influenced by external or outside factors. When creating a logic model, it is important to identify factors that might help or prevent the project from becoming a success.

vii. Identify project indicators

Key stakeholders can help design a project, but the project manager is ultimately responsible for its success and for reporting results as the basic outline for the project's logic model. For instance, how many training workshops will be held in the next 6 months? How many local community connections will be made? How many volunteers will be recruited? Once realistic and achievable numbers are decided on for each item, these numbers will become the project's process indicators. The goals set for short-, mid- and long-term outcomes will serve as outcome indicators focussing more on what the project is trying to achieve rather than how it is being achieved.

4.9 Monitoring & Evaluation Indicators

An indicator provides a sign or a signal that something exists or is true. It is used to show the presence or state of a situation or condition in a project. Indicators are quantitative or qualitative measures of project performance that are used to demonstrate change and that detail the extent to which project results are being or have been achieved. Indicators can be measured at each level: input, process, output, outcome, and impact.

4.9.1 Importance of indicators

They include the following;

- i. At the initial phase of a project, indicators are important for defining how the intervention will be measured.
- ii. During project implementation, indicators serve the purpose of aiding project managers to assess its progress and highlight areas for possible improvement. In this case, when the indicators are measured against project goals, managers can be able to measure progress towards goals and inform the need for corrective measures against potential catastrophes.
- iii. At the evaluation phase, indicators provide the basis for which the evaluators will assess the project impact. Without the indicators, evaluation becomes an audacious responsibility.

4.9.2 Types of Indicators

Indicators are what project implementers use to measure their project to determine if they are heading in the right direction and whether they have arrived where they intended to reach. Indicators can have different uses depending on the type of information that needs to be collected. It is therefore important to distinguish between the different types of indicators according to their function and the type of information they refer to as follows;

- i. **Direct indicators**

These indicators directly pinpoint a subject of interest. This is often the case in operation and technical subjects. An example of a direct indicator is the proportion of the population living below 1\$ per day as per the Millennium Development Goal.

- ii. **Indirect**

They are sometimes referred to as a proxy indicator, that is, where an indicator must be used to represent the objective. These are an indirect way to the subject of interest. For example, for skills developed, a proxy indicator could be the number of internships agreed, which is not a complete indicator for skills developed since there may be other sources although they could represent at least part of the objectives.

iii. **Input indicators**

They are quantified, and time-bound statements of the resources financed by the project, and they are usually monitored by routine accounting and management records.

iv. **Process indicators**

Monitor the activities completed during implementation and are often specified as milestones or completion of sub-contracted tasks, as set out in time-scaled work schedules.

v. **Output indicators:**

Output indicators measure the immediate results obtained by the project; they are often evaluated and reported with the use of performance measures based on project cost or operational ratios. For example number of teachers trained in textbook use or competency-based curriculum; the ratio of textbooks to pupils. It is essential to note that the indicators for inputs, activities, and outputs and the systems used for data collection, recording, and reporting.

vi. **Outcome indicators**

These are indicators that are specific to a project's purpose and the logical chain of cause and effect that underlies its design. Often achievement of outcomes will depend at least in part on the actions of beneficiaries in responding to project outputs, and indicators will depend on data collected from beneficiaries. For example; change in crop yields or cropping pattern, and investment by project managers in land management improvements in an agricultural project.

vii. **Impact indicators**

They are referred to as medium or long-term developmental change to which the project is expected to contribute. They deal with the effects of project outcomes on beneficiaries and measures of change often involve statistics concerning economic or social welfare. For example, on an education programme, impact indicators can measure continuation rates from primary to secondary education by sex and proportion of girls completing secondary education.

4.9.3 Criteria for selection of indicators

- i. **Relevance**

This is the appropriateness of project objectives to the problems intended to be addressed by the indicators.
- ii. **Clear**

Indicators must not be ambiguous and should clearly be defined in the project's context, and in a manner understood and agreed by all stakeholders. Any adjectives used to describe the qualities of an indicator need to be precisely defined. For example, if a project measures farm income, then it should be clearly described what is included in farm income and specify what a non-farm income is.
- iii. **Specific**

Indicators should measure specific changes and be specific to a timeframe, location, and target or another stakeholder group.
- iv. **Measurable**

There must be practical ways to measure the indicator, either in quantitative or qualitative terms that are within the capability of the monitoring organization. It must be possible to collect, process, and analyze data in time and within the allocated budget.
- v. **Consistent**

The values of the indicators should be reliable and comparable over time when collected using the same methods. This is more likely when indicators are measured in a standardized way and with sound sampling procedures.
- vi. **Sensitive**

Indicators should be sensitive to the expected changes. Leading indicators can reveal short-term movements.
- vii. **Attributable**

Indicators should be based on an established or probable relationship expected to cause the intended change. In moving from inputs and outputs to outcomes and impacts attribution must typically rely less on direct observation of cause and effect thus rely more on statistical evidence of change and its probable cause.

viii. **Validity:**

This is the extent to which a measurement or test accurately measures what is intended to be measured.

4.9.4 Characteristics of Good Indicators

- i. Specific – focused and clear
- ii. Measurable - quantifiable and reflecting a change
- iii. Attainable - reasonable in scope and achievable within set time-frame
- iv. Relevant - pertinent to the review of the performance
- v. Time-Bound/Trackable - progress can be charted chronologically

4.10 Monitoring & Evaluation Matrix

This is a table that links goals and objectives to indicators and targets. It also classifies the indicator types (input, output, outcome, or impact) and shows the baseline data for each indicator, the data sources, and frequency of monitoring the indicator. It consists of the following key components;

- i. The scope of the M&E: Specifying project goals and developing a conceptual framework that integrates the inputs, activities, outputs, outcomes, and impact and establishes realistic expectations for what M&E can produce.
- ii. The methodological approach: Determining M&E methods, including identification of outcome indicators, data source, and plans for data analysis.
- iii. The implementation plan: Delineating activities, roles, responsibilities, and a timetable for identified activities with realistic expectations of when data will be analyzed, and results will be available.
- iv. A plan for disseminating and using the results: Determining who will translate the results into terms understandable to project designers, managers, and decision-makers; how findings will be shared and used (e.g., written papers, oral presentations, program

materials, community, and stakeholder feedback sessions); and the implications for future monitoring and evaluation.

4.10.1 Purpose of an M&E Matrix

M&E matrix is a tool that encourages clear and strategic thinking in an M&E plan. A matrix is a critical tool for monitoring progress towards the achievement of stated goals and objectives in a development plan, or project through the following roles:

- i. Provides an overview of the goals and objectives of the interventions.
- ii. Summarizes the key monitoring results.
- iii. Contains the monitoring indicators and their baseline data.
- iv. Indicates the appropriate frequency for measuring each indicator and how the indicator is moving towards or away from its target.
- v. Classifies the indicators to show their level of measurement in the results chain.
- vi. Provides clear directions on who is responsible for collecting monitoring data and when it should be done

4.10.2 Steps in developing a M&E matrix

To develop an M&E matrix you need the following steps: -

- i. Identify the goals and objectives in the policy, plan, programme, or project document.
- ii. Determine the indicators to track the goals and objectives.
- iii. Define the type of indicator (input, output, outcome, or impact).
- iv. Determine the baselines.
- v. Set the indicator targets.
- vi. Identify where data is to be collected from.
- vii. Determine the frequency for collecting data on each indicator.
- viii. Decide on the actors responsible for data collection.
- ix. Develop the monitoring matrix.

4.11 Monitoring & Evaluation Work Plan

It refers to the coasted action plan to guide the implementation of an M&E plan. It contains all the activities envisaged for planned period of a policy or intervention. It assigns responsibilities, time

frames and costs of all the activities identified. Table 4. 5 presents an example of an M&E work plan.

Table 4. 5: M&E work plan

M&E ACTIVITIES	TIMELINE	ACTORS	BUDGET Kshs.
M&E Plan Preparation			
Review or selection of indicators			
Implementation Monitoring			
Field visits			
Review meetings			
Preparation of Monitoring Reports			
Preparation of Progress Reports (PR)			
Data collection			
Data collation			
Data analysis			
PR validation workshops			
Internal review of draft PR			
Peer review of Annual Progress Report (APR)			
Print APR			
Dissemination and Communication of M&E Results			
Organize PRs dissemination workshops			
Distribution of PRs			
Stakeholder engagement on PRs			
Participatory M&E			
Prepare for Participatory M&E with stakeholders			
Train personnel to conduct field work			
Conduct PM&E			
Evaluation			
Selected evaluation activities			

4.10.1 Purpose of M&E work plan

It include the following;

- i. Clarify and facilitate execution of the M&E plan.
- ii. Provide a useful tool for coordinating the operation of the M&E system.
- iii. Determine the participants in specific M&E activities.
- iv. Mobilize and rationalize resources for prioritized M&E needs that facilitates the release of M&E resources.
- v. Enable stakeholders to effectively tailor their M&E support to prioritized M&E needs and commit to supporting specific aspects of the M&E system.

4.11.2 Steps in preparing the M&E work plan

The following steps should be taken when developing an M&E work plan:

- i. Identify project goals and objectives.
- ii. Determine the activities to be undertaken within the M&E plan period.
- iii. Define the timelines – this should be carefully thought through in view of other activities that may or could occur simultaneously; the timelines should also be realistic and achievable.
- iv. Determine M&E methodology for monitoring the process and evaluating the effects.
- v. Determine the actors responsible for each activity – who are the key groups and/or individuals that will be involved in the various stages of putting the Plan into action?
- vi. Determine the costs of each M&E activity.
- vii. Develop the M&E work plan matrix.
- viii. Prepare the annual M&E calendar with specific dates for all the activities.

4.12 Monitoring & Evaluation Budgets

This refers to the cost planning and controls for creating the necessary conditions and implementing the activities required for a functional M&E system. M&E budget involves project resources costs and activities for the plan over a specific period of time. Through budgeting, planned activities are translated into actions to produce the desired outputs. Therefore M&E work plan and the budget are complementary and mutually reinforcing. A general rule of thumb is that the M&E budget should not be too small to compromise the accuracy and credibility of results,

but neither should be unreasonably high as to detract resources from project objectives. Inflated budgets are signals of waste while budgets that are too low cast doubts on effective implementation of the M&E plan. Broadly speaking, when considering an M&E Budget, there is a need to bear in mind three broad components namely finance, personnel, and time. Finance: it consist of resource funds allocation in project M&E operations. Personnel: It consist of the human capacity in M&E operations. Time: It consist of activities and resources allocations, estimations, scheduling and controls of a project.

4.12.1 Purpose of the M&E Budget

The M&E budget provides an estimate of how much money is needed to implement an M&E plan. It compels rigorous thinking through of the costs and implications of planned M&E activities. The M&E budget is the basis for financial accountability and transparency in conducting M&E. It also makes it possible to:

- i. Plan M&E activities in a systematic and logical manner.
- ii. Determine direction and forecast M&E outcomes.
- iii. Establish priorities and allocate M&E resources.
- iv. Assign M&E responsibilities.
- v. Improve efficiency in the implementation of the M&E plan.
- vi. Evaluate performance against the budget.
- vii. Control costs of M&E materials and expenditure.
- viii. Take remedial action when there is deviation from the M&E plan.

4.12.2 Steps in Preparing the M&E Budget

Preparation of a M&E budget should be made participatory with due consideration to varying needs that identifies the M&E requirements in the project. The following are the steps followed in preparing the M&E budget:

1. Stakeholders identification

This steps consist of identification of stakeholders' key needs and requirement to be involved in the M&E budget preparation process to address their interest, influence and impact.

2. M&E budget Itemization

The M&E budget tasks associated with costs should be listed in the M&E work plan with cost estimates and expenses with clear justifications of budgeted items.

3. M&E Cost Estimations

These are the costs to be estimated in order to develop the M&E budget. The format used to estimate the costs should include:

- i).** Budget item and identification number – could be objectives that can be measured, broad outputs or activities that need to be broken down.
- ii).** Activities – specific actions to be taken.
- iii).** Inputs – specific budget items classified into four groups:
 - Facilitation – consultants, workshop facilitators, moderators, etc.
 - Conference – venue, accommodation, meals, etc.
 - Travel – allowances, fuel and vehicle maintenance, etc.
 - Logistics – equipment, stationery, etc.
- iv).** Quantities, or number of people involved.
- v).** Frequency of the event.
- vi).** Cost per person involved in the activity.

The budget format should allow for the calculation of sub-totals and total costs for portions of the budget and the grand total. Table 4.6 shows an example of a budget spreadsheet with some M&E items.

4. M&E budget Validation

The draft M&E budget should be validated with a wider group of stakeholders. The budget should be approved by the highest decision-making body of the MDAs before implementation.

5. M&E budget review

The approved M&E budget will have to be reviewed periodically during implementation in line with prevailing economic conditions and project lifecycle.

Table 4. 6: M&E Budget Items

Budget item	Examples.
Project Team Cost	Evaluation consultants, workshop facilitators and moderators, data entry clerks, survey designers (e.g. Baseline), logical framework and training of trainers.
Transportation for Field Work	4-wheel-drive vehicles and motorbikes for field trips, fuel and vehicle, maintenance, air travel (local and foreign), security
M&E Plan Preparation	Feasibility study, problem identification & justification, Literature review and drafting, experts/peer review, orientations & workshops, etc.
Office Equipment and Logistics	ICT infrastructures, furniture, equipment and tools, Logistics types
Data Collection	Fieldwork tools and equipment, hiring of data collection assistants, training costs of field staff
Data Processing, Analysis and Interpretation	Data entry, cleaning, coding costs, validation, verification & analysis costs
M&E Report Writing	Secretarial services, photocopying, reviewing, editing, formatting and printing costs,
M&E Results Dissemination and Communication	Documentation, reports, feedback, mode, media & type of communication etc.
Training Skills	Training in:- ICT, stakeholders management, facilitation and presentation, report writing, PM&E, monitoring, evaluations, crisis & risk management etc.
Training Events	Workshop venue, participant travel, accommodation, workshop materials, <i>per diem</i> , etc.
Special M&E Events	Launching of M&E reports, hosting local and international conferences.
Miscellaneous	Security items, insurance, etc.

Table 4. 7: Sample Budget Template with some MER items

Sample MER Budget Template								
No.	Description	Unit	unit cost	FY1	FY2	FY3	FY4	FY5
	Performance Monitoring Component							
1	Baseline Data Collection							
2	Performance data collection							
3	Data Analysis							
4	Data quality assessment							
	Performance Monitoring Sub-Total							
	Performance evaluation Component							
1	Performance Evaluation: Mid-Term Evaluation							
2	Performance Evaluation: Final (end-Term Eva.							
3	Impact Evaluation (within 5 years after the end of the project							
	Evaluation Sub-Total							
	Reporting Component							
1	Sharing evaluation Findings							
2	Final Reporting							
3	Dissemination of products							
4	Planning for knowledge management							
	Reporting Sub-Total							
	Grand Total							

PART 5

DATA

MANAGEMENT

5.1 Introduction

This part describes the concepts of data, documentation, dissemination, and communications of findings. It also explains the process of capturing and sharing of M&E results through knowledge management within the MDAs.

5.2 Basic principles of data

This sections defines data, the various types of data collection, analysis, visualization, interpretation and feedback mechanism.

5.2.1 Definition of Data

Data is a term given to raw facts or figures before they have been processed and analyzed. Information refers to data that has been processed and analyzed for reporting and use. Therefore, in M&E valid, reliable, and accurate data will help to reveal and improve the performance and impact of various interventions and support decision-making and learning while enhancing credibility and accountability. There are two main types of M&E data i.e. qualitative and quantitative.

Qualitative Data: They represent some characteristics or attributes. They depict descriptions that may be observed but cannot be computed or calculated. For example, data on attributes such as intelligence, honesty, wisdom, cleanliness, and creativity collected using the participants of a training workshop would be classified as qualitative.

Quantitative Data: These can be measured and not simply observed. They can be numerically represented and calculations can be performed on them. For example, data on the total number of classrooms that have been built to support the free primary education in Kenya. This information is numerical and can be classified as quantitative.

5.2.2 Data collection

This is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer questions, test hypotheses, and evaluate outcomes.

5.2.2.1 Types of Data Collection Methods

Data collection methods are classified by the source of data and the type of data collected. When classified by its source it is; primary and secondary data. While on the other hand when it is classified by type of data collected it is; qualitative and quantitative.

5.2.2.1.1 Classification by Source

5.2.2.1.2 Secondary data collection method

This is the process of collecting data that already exists. The data could be published in books, journals, reports, newspapers, magazines, data archives, databases, and online portals. Common sources of such data include censuses, surveys, organizational records, and previous research. An individual other than the user usually collects the data. Data is collected in form of a review of literature or desk review. Secondary data is essential in providing insight into past situations, changes, and developments. It is always advisable to begin any M&E process with a review of secondary data to provide a baseline with results of primary data collected in a project.

5.2.2.1.3 Primary data collection method

This is the process of collecting data from its main sources. Primary data is current, and it gives a realistic view of the M&E status of the project.

The following are several methods of primary data collection.

i. Experiments

Experiments require artificial or natural settings in which to perform M&E tasks.

ii. Surveys

This is a method used for collecting data from a predefined group of respondents to gain information and insights into various M&E interests in a project.

iii. Questionnaire

This is a M&E instrument that consists of a set of questions or other types of prompts that aims to collect information from a respondent. A M&E questionnaire is typically a mix of close-ended questions and open-ended questions.

iv. Interview

Interviews are face-to-face conversations with M&E respondents. The interviewer records what the respondents say. They are also able to observe and record the body language, expressions, and other reactions to the questions asked.

v. Observations

Observation can be done by watching or participating in M&E activities in natural settings or artificially created environments.

Key differences between primary and secondary data

The fundamental differences between primary and secondary data are as follows;

- i). The term primary data refers to the data originated for the first time. Secondary data is the already existing data, collected by the investigator agencies and organisations earlier.
- ii). Primary data is a real-time data whereas secondary data is one which relates to the past.
- iii). Primary data is collected for addressing the problem at hand while secondary data is collected for purposes other than the problem at hand.
- iv). Primary data collection is a very involved process. On the other hand, secondary data collection process is rapid and easy.
- v). Primary data collection sources include surveys, observations, experiments, questionnaire, personal interview, etc. On the contrary, secondary data collection sources are government publications, websites, books, journal articles, internal records etc.
- vi). Primary data collection requires a large amount of resources like time, cost and manpower. Conversely, secondary data is relatively inexpensive and quickly available.
- vii). Primary data is always specific to the M&E needs, In contrast, secondary data is neither specific to the M&E need, nor has control over the data quality.
- viii). Primary data is available in the raw form whereas secondary data is the refined form of primary data. It can also be said that secondary data is obtained when statistical methods are applied to the primary data within the project life cycle.
- ix). Data collected through primary sources are more reliable and accurate as compared to the secondary sources.

5.2.2.2 Data collection methods classified by type of data

Primary data collection methods are further divided into qualitative and quantitative methods.

5.2.2.2.1 Qualitative data collection methods

Qualitative data explains what is being studied with words (documented observations, representative case descriptions, perceptions, opinions of value, etc.). Qualitative methods use semi-structured techniques (e.g. observations and interviews) to provide in-depth understanding of attitudes, beliefs, motives and behaviors. They tend to be more participatory and reflective in M&E practice.

Examples

- i). According to community focus groups, the early warning system sounded during the emergency simulation, but in some instances it is not loud enough.
- ii). During community meetings, women explained that they spend a considerable amount of their day collecting drinking water, and so have limited water available for personal and household hygiene.

Qualitative data provides a greater level of understanding of the project. These data collection methods play an important role in evaluating the outcomes and impact of programs. They are good for further exploring the effects of the project and can reveal the unintended consequences. They provide information that is useful for understanding the processes behind observed results and assess people's perceptions. Some of the qualitative data collection methods used include:

- i). Interviews
- ii). Questionnaires with open-ended questions
- iii). Focus groups
- iv). Observations
- v). Game or role-playing
- vi). Case studies

Qualitative methods are more subjective and usually collect perceptions on an area of interest in M&E. They aim to address the how and why of a project. Qualitative methods are expensive and time-consuming to implement. The findings cannot be generalized to participants outside of the project and are only indicative of the groups or individuals involved.

5.2.2.2.2 Quantitative data collection methods

Quantitative data measures and explains what is being studied with numbers (e.g. counts, ratios, Percentages, proportions, average scores, etc.). Quantitative methods tend to use structured approaches (e.g. coded responses to surveys) which provide precise data that can be statistically analyzed and replicated (copied) for comparison in M&E processes.

Most often in projects, we collect quantitative data. These are data collected as numbers that can be analyzed using mathematical calculations. Quantitative data collection methods measure different scales of data such as nominal scale, ordinal scale, interval scale, and ratio scale. In some cases, one need to do sampling to identify M&E respondents that are representative of the population being studied. In other cases, when the numbers are few and accessible, one can collect data from all subjects in the population.

Examples

- i). 64 communities are served by an early warning project system.
- ii). 40 per cent of the project team spend more than two hours gathering information on project needs.

Some of the tools used for quantitative data collection include close-ended questionnaires and standard data collection forms. Quantitative approaches address the ‘what’ of the project.

They use methods such as:

- i). Surveys
- ii). Data abstraction
- iii). Interviews
- iv). Closed-ended questionnaires
- v). Experiments
- vi). Clinical trials
- vii). Data from management information systems
- viii). Checklists

Quantitative methods are cheaper to apply. Data collection takes a shorter duration as compared to qualitative methods. Moreover, due to a high level of standardization of quantitative methods, it is easy to make comparisons of findings.

5.2.2.2.3 Mixed Methods

The mixed-methods approach combines both qualitative and quantitative data collection methods. This involves the use of multifaceted approaches that combine data collection methods to capitalize on each method's strengths and reduce weaknesses. Using mixed methods approaches to gather and evaluate data may assist to increase the validity and reliability of the M&E study. Mixed methods are useful in highlighting complex M&E problems.

5.2.3 Data Analysis

Data analysis is the process of collecting, modeling, and analyzing data to extract insights that support decision-making in M&E. There are several methods and techniques that are used to perform analysis depending on the project and the aim of the M&E analysis. The methods for data analysis are largely based on two core areas: quantitative methods and qualitative methods in M&E processes.

5.2.3.1 What is Data Processing?

Data Processing refers to the steps needed to organize data for analysis. This process entails field editing, transcribing, coding, data entry and tabulation, and data cleaning, which are each described below.

i). **Field editing**

It involves reviewing data for completeness and legibility while the M&E team are still in the field. Field editing is the first step in processing qualitative and quantitative data. It also involves systematically reviewing field notes; transcripts from focus group discussions, in-depth interviews, and observations; and questionnaires. Data should be reviewed for completeness and legibility while M&E team are still fresh. Reviewing data in the field provides an opportunity to consult the source of the data - facility or a person - if some information is not clear. It also includes the systematic organization of data, recording the date, place, and name or another identifier of the informant.

ii). **Transcription**

The qualitative data must be undertaken before data is analyzed. Transcripts are verbatim records of what was said during a focus group discussion or interview conducted by the

M&E team. It is desirable to use a tape recorder to ensure accuracy. In cases where M&E respondents prefer not to be recorded, then the M&E staff should take thorough notes. These can then be edited and expanded on while the team is still in the field. The transcript will specify; who said what and convey notes about gestures or other M&E responses that may not have been recorded on the tape.

iii). **Coding**

It refers to a process of organizing and assigning meaning to quantitative and qualitative data. Coding can help organize and interpret descriptive data, such as the answers to open-ended questions about young people's experiences or opinions. After the data are transcribed, each category of response is given a numerical or symbolic code and written in a codebook. When a similar response is found in a subsequent transcript, it is given the same code. For some types of qualitative data collection methods, such as focus groups, transcripts may need to be reduced before they can be coded.

iv). **Data entry**

It will be conducted before analysis. When information is collected only from a small number of sites or respondents, it can be tabulated by hand or with a simple spreadsheet program, such as Lotus, SPSS, Strata or Ms. Excel. Monitoring data are also often tabulated by hand, using checklists and reports that staff complete, for example, regarding the number of service transactions that took place. Conversely, most quantitative data is collected from a larger number of respondents and will need to be analyzed with a computer program. Basic spreadsheet programs may be sufficient for smaller data sets. More complex programs, such as Epi-Info or Statistical Package for the Social Sciences (SPSS), may be needed for larger, more complex data sets. When using computer programs to analyze data, data entry is often time-consuming; for larger evaluations, you may choose to hire outsiders to enter data.

v). **Data cleaning**

It refers to checking for and correcting errors in data entry. Some software packages have built-in systems that check for data entry errors, such as inconsistencies between data items, data omissions, and values entered that are out of the range possible. These systems can

significantly reduce the amount of time you spend cleaning data. To check for data entry errors, you should periodically take a sample of data collection instruments and check to see if they are entered correctly. The most rigorous way to eliminate data entry errors is to enter the data twice, then compare the two sets of data item by item. If it is not feasible to do this for all data, then apply this procedure to a sample of cases.

5.2.3.2 Analysis of qualitative data

This type of analysis refers to the M&E procedures and processes that are utilized for the analysis of data to provide some level of understanding, explanation, or interpretation. There are a variety of approaches in collecting this type of data and interpreting it. Some of the most used methods are:

i). **Content Analysis**

It is used to analyze verbal or behavioral data. This data can consist of documents or communication artifacts like texts in various formats, pictures, or audio/videos.

ii). **Narrative Analysis**

This one is the most used as it involves analyzing data that comes from a variety of sources including field notes, surveys, diaries, interviews, and other written forms. It involves reformulating the stories given by people based on their experiences and in different contexts.

iii). **Grounded Theory**

This method involves the development of causal explanations of a single phenomenon from the study of one or more cases.

5.2.3.3 Analysis of quantitative data

The quantitative analysis is used for the quantification of data which allows the generalization of the results obtained from a M&E sample to a population of interest. Simply put, statistical methods of data analysis are used to collect raw data and transform it into numerical data. Some of the methods that fall under that Quantitative Analysis are:

i). **Mean**

Also known as the average, Mean is the most basic method of analyzing data where the sum of a numbers list is divided by the number of items on that list. It is useful in determining the overall trend in M&E operations.

ii). **Hypothesis Testing**

Majorly used to assess if a certain theory or hypothesis for a population or data set is true.

iii). **Sample Size Determination**

There are several approaches to determining the sample size. They include the following;

- Use the entire population as the sample. Although cost considerations make this impossible for large populations, a census is attractive for small populations (e.g., 200 or less).
- Use the same sample size as those of studies similar to the one you plan.
- Use of published tables which provide the sample size for a given set of criteria. The tables will give sample sizes that would be necessary for given combinations of precision, confidence levels, and variability.
- Although tables can provide a useful guide for determining the sample size, one may need to calculate the necessary sample size by applying one of the several formulas in statistics.

5.2.4 Data quality through validation

Data quality is a measurement of how to fit a data set to serve the specific needs of an organization. The quality of data can be measured in a variety of ways. Most likely, PIP will need to apply a few different measurements to determine the relative quality of a given data set. Some of the important dimensions of data quality to consider are:

i). **Accuracy**

Accuracy describes the degree to which given data correctly describes the real-world object.

ii). **Completeness**

Completeness is a measure of whether all expected data is present in a given data set. Data completeness can be measured for whole project records as well as for attributes.

iii). **Timeliness**

Timeliness reflects the degree to which data represents reality at a specific point in time. It can be thought of as the difference between something happening and that change being recorded in the system and propagated to users.

iv). Consistency

Consistency is a measure of the synchronicity of different systems storing information about the same object.

v). Validity (Conformity)

It refers to how accurately a method measures what it is intended to measure. If study has high validity, that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world. High reliability is one indicator that a measurement is valid.

5.2.5 Data Visualization

Data visualization is the process of representing M&E data graphically to identify trends and patterns that would otherwise be unclear or difficult to discern. Visualization will serve two purposes: to bring clarity during analysis and to communicate. The common data visualization tools are charts, tables, graphs, maps, info graphics and dashboards.

5.2.6 Data interpretation and feedback mechanism

Data interpretation is the process of reviewing data through some predefined M&E processes which will help assign some meaning to the data and arrive at a relevant conclusion. It involves taking the result of data analysis, making inferences on the relations studied, and using them to conclude. Some of the statistical tools used in M&E data interpretation are hypothesis testing and interval analysis. After properly interpretation of data it will be reported by use of various MER mechanisms either by duration weekly, monthly, quarterly, or annually or either by various M&E heads for better feedback.

5.3 Documentation, dissemination & communication of findings

5.3.1 Introduction

Documentation in M&E refers to any communicable material used to describe, explain, or instruct regarding some aspect of an object, system, or procedure within the project. In the context of

documenting M&E findings, the process of documentation becomes a critical pillar in capturing, storing, and making available the evaluation findings in easy-to-access formats for wider circulation.

5.3.2 Dissemination and communication of M&E findings

Dissemination is making M&E information available and usable to various audiences through a variety of channels and formats. A channel is a route of communication such as a conference or a poster. Information can be communicated through both oral and written. Therefore, dissemination in the context of M&E is making the findings available and usable to all project stakeholders.

While on the other hand, Communication refers to imparting or exchanging information by speaking, writing, or use of other mediums. M&E communication is characterized by a clear purpose, clear content, reliable sources, and effective transmission channels. In the context of communicating M&E results, communication can be described as a process of sharing findings project stakeholders.

5.3.2.1 Purpose of documentation, dissemination and communication

The main purposes of documenting, disseminating, and communicating M&E findings are:

- i. Make clear issues that M&E interventions addresses and progress made so far.
- ii. Share M&E best practices through lessons learned.
- iii. Ascertain whether the theory of change and assumptions are still valid
- iv. Motivate M&E stakeholders to act towards a certain cause.
- v. Promote M&E research and learning in MDAs.

5.3.2.2 Audience & Stakeholder mapping for dissemination

It is important to map out who the key audiences and stakeholders to be reached with the M&E results to determine the best channels and formats of reaching them. Most often, key audiences are with internal or externals which may include senior government officials, MDAs, donors, INGOs, CSOs, FBOs, Private Sector among others. Perhaps some guiding questions to consider would include:

- i. Who are our audience?

- ii. What does our audience seek to know or what is their specific interest in the M&E results?
- iii. Why should we document, disseminate and communicate M&E results?
- iv. When should our audiences receive the M&E communication?
- v. Which are the best practices in M&E documentation and communication?
- vi. How will we communicate the M&E findings?
- vii. Is there a call to action after we disseminate the M&E results?
- viii. Any feedback mechanism we need to put in place to incorporate audience/stakeholder inputs?

5.3.2.3 Internal and external audiences for dissemination of M&E results

It is important to acknowledge the distinction between internal and external audiences when planning your dissemination of M&E results. Internal audiences comprise of project staff directly or indirectly involved in the delivery of the project and they have a direct interest in the M&E results. External audiences are key stakeholders who have a direct or indirect interest in the M&E results and may include donors, government officials, researchers and other implementing entities.

5.3.2.4 Dissemination Strategy of M&E findings for public sector investment

Disseminating of M&E findings is often complex because different audiences have different information needs. To be successful, you will need to involve key stakeholders, MDAs, and other relevant stakeholders in consultation to establish their information needs, budget adequate resources, and develop a dissemination plan beforehand. Based on mapping results, dissemination strategies could among others include:

- i). **Written reports**
This is a written account of something that one has observed, heard, done, or investigated. It is a systematic and well-organized presentation of facts and findings of a M&E event that has already taken place.
- ii). **PowerPoint Presentations**
It consists of slides, which may contain text, images, and other media, such as audio clips and movies. Sound effects and animated transitions can also be included to add extra appeal to the presentation.

iii). Press release

It is a tool made to announce something newsworthy in the most objective way possible. The whole purpose of a press release is to get coverage and get noticed by a target audience.

iv). Fact Sheet

A fact sheet is a one-page document that provides basic information on a specific topic in an easy- and quick-to-read format.

v). Conference convening

It means to bring people together or to come together for a common purpose.

vi). Policy Briefs

These are key tools to present research and recommendations to a non-specialized audience. They serve as a vehicle for providing evidence-based policy advice to help readers make informed decisions.

vii). Social Media

These are applications that enable users to create and share content or to participate in social networking like mobile phones, websites, blogs.

5.4 Knowledge Management in M&E

5.4.1 Introduction

M&E delivers a core part of the evidence base for public investment projects. However, often this evidence comes too late or is geared only towards accountability which means that MDAs rarely use M&E results and thus, are not learning from it. Therefore, knowledge management attempts to restore the balance between accountability and learning, and making sure that M&E evidence is used and useful for the MDAs.

5.4.2 Definition and Elements of KM in M&E

KM is simply defined as the process of capturing, developing, sharing, and effectively using knowledge within the MDAs. It can also refer to the creation, organizing, sharing and use of knowledge for M&E results.

5.4.3 Elements of KM in M&E

i. KM Strategy

Knowledge management strategy must be dependent on M&E strategies . The objective is to manage, share, and create relevant M&E knowledge assets that will help to meet the tactical and M&E requirements.

ii. Organizational Culture

The organizational culture influences the way people interact, the context within which M&E knowledge is created.

iii. Organizational Processes

The right M&E processes, environments, and systems that enable KM to be implemented in the organization.

iv. Management & Leadership

KM requires competent and experienced leadership at all levels.

v. Technology

The M&E systems, tools, and technologies that fit the organization's requirements

vi. Politics

The long-term support to implement and sustain initiatives that involve virtually all organizational functions, which may be costly to implement (both from the perspective of time and money), and which often do not have a directly visible return on investment.

5.4.4 Benefits of KM in M&E

They include the following

- i. It helps in improving PIPs interventions - Using M&E results keeps MDAs staff in a “learning mode” as they gain understanding about how and why the PIPs are working.
- ii. It strengthens the PIPS institutionally - M&E results can help stakeholders and the general public understand what the PIPs are doing, how well it is meeting their objectives and whether there are ways that progress can be improved.
- iii. It help in ensuring that social, financial and political support is guaranteed and help PIPs establish or strengthen the network of individual staff and other MDAs with similar goals.

- iv. It helps to advocate for additional resources and appropriate policies - Disseminating M&E results can raise awareness of PIP among the general public and help build positive perceptions.

5.4.5 KM Activities in M&E

KM activities take a number of different forms. In general, however, they seek to *collect* knowledge, to *connect* people to the knowledge they need, and to *facilitate learning* before, during, and after program implementation (Milton 2005). KM activities in can be classified into four categories: (1) products and services; (2) publications and resources; (3) training and events; and (4) approaches and techniques. These four broad categories structure a menu of KM activities that can be tailored to meet specific needs. KM activities can be used separately or put together as part of a package. For example, a KM project may produce publications on high impact practices for family planning and reproductive health service delivery, offer an eLearning course on the medical eligibility criteria for contraceptive methods, and conduct a learning event to capture and share best practices on program implementation.

For example

KM occurs when experiences are shared during meetings, brainstorming sessions, conferences, or workshops, so that it can be applied to others in similar settings. KM also involves developing policy briefs, a how-to-do it guide, and sharing M&E results. When MDAs create an environment where the general public and the state officers their experiences are valued.

5.4.6 Knowledge Management Logic Model

A logic model depicts how program elements and activities relate to one another to achieve intended outcomes. Logic models generally have four key sets of components: inputs, processes, outputs, and outcomes. *Inputs* are the resources put into a program. *Processes* are the activities undertaken by the program. *Outputs* are the products and services created by the processes undertaken. *Outcomes* describe the changes anticipated as a result of the program. Logic models are useful throughout all phases of a project; they help program planners think through how resources and specific activities can work together to produce desired results. KM activities are

developed from inputs and processes, are intended to improve the performance of governments and/ or organizations, and, ultimately, should help to improve outcomes at multiple levels.

While the KM logic model presents the typical key logic model elements (inputs, processes, outputs, outcomes), it is not a blueprint for any particular KM activity. Each activity should develop its own model, first considering the quality of health policy, programs, services, and practices.” A given program might focus on one or more of these domains (i.e., policy, programs, services, or practice).

5.4.7.2 Road map to setting up KM

It is a systematic five-step process for generating, collecting, analyzing, synthesizing and sharing knowledge. The road map focuses on KM as a process and not just a single activity. Three important cross-cutting concepts are woven throughout the KM road map. Table 4.1 shows the indicators for M&E of KM for MDAs. To support ongoing KM learning for effective implementation. These include collaborating, Learning before, during, and after implementation and adapting. The KM road map includes five steps, namely;

Step 1: Assessing needs

Step 2: Designing Strategy

Step 3: Create and iterate

Step 4: Mobilize and Monitor

Step 5: Evaluate and Evolve

Table 4.1. Indicators for M&E of Knowledge Management

No.	Indicator
Process Indicators	
Area 1: Knowledge assessment	
1	Organizational knowledge audit conducted in the last five years
2	Number of instances where health knowledge needs assessments
3	Number and type of user feedback mechanism(s) on knowledge r
4	Users' knowledge needs/feedback used to inform design and products and services
Area 2: Knowledge generation, capture, synthesis	
5	Number of key actionable findings, experiences and lessons evaluated, synthesized, and packaged
6	Number of new KM outputs created and available, by type
7	Number of KM outputs updated or modified, by type
Area 3: Knowledge sharing	
8	Number of KM coordinating/collaborating activities, by type
9	Number of training sessions, workshops, or conferences conduct
Area 4: Strengthening of KM culture and capacity	
10	Number/percentage of KM outputs guided by relevant theory
11	Number/percentage of KM trainings achieving training objective
12	Number of instances of staff reporting their KM capacities impro
13	Number of KM approaches/methods/tools used, by type
Outputs – Reach and Engagement Indicators	
Area 1: Primary dissemination	
14	Number of individuals served by a KM output, by type
15	Number of copies or instances of a KM output initially distribut
16	Number of delivery mediums used to disseminate content, by typ
Area 2: Secondary dissemination	
17	Number of media mentions resulting from promotion
18	Number of times a KM output is reprinted/reproduced/replicated
19	Number of file downloads
20	Number of page views
21	Number of page visits
Area 3: Referrals and exchange	
22	Number of links to Web products from other websites
23	Number of people who made a comment or contribution
No.	Indicator
Outputs – Usefulness Indicators	
Area 1: User satisfaction	
24	Number/percentage of intended users receiving a KM output th

25	Number/percentage of intended users who are satisfied with a KM output	
26	User rating of usability of KM output	
27	User rating of content of KM output and its relevance	
28	Number/percentage of intended users who recommend a KM output	
Area 2: Quality		
29	Average page views per website visit	
30	Average duration of website visits	
31	Number of citations of a journal article or other KM publication	
32	Number/percentage of intended users adapting a KM output	
33	Number/percentage of intended users translating a KM output	
Initial Outcome Indicators		
Area 1: Learning (awareness, attitude, intention)		
34	Number/percent of intended users who report a KM output provided	
35	Number/percentage of intended users who report a KM output validated existing knowledge	
36	Number/percentage of intended users who can recall correct knowledge/innovation	
37	Number/percentage of intended users who are confident in their knowledge/innovation	
38	Number/percentage of intended users who report that information from a KM output changed/reinforced their views, opinions, or beliefs	
39	Number/percentage of intended users who intend to use information gained from a KM output	
Area 2: Action (decision-making, policy, practice)		
40	Number/percentage of intended users applying knowledge/information in their decisions (organizational or personal)	
41	Number/percentage of intended users applying knowledge/information in practice (in program, service delivery, training/education, and research)	
42	Number/percentage of intended users applying knowledge/information in their policy	

APPENDICES

APPENDIX I: GLOSSARY

A performance indicator	It is a predetermined signal that a specific point in a process has been reached or the result achieved. The nature of the signal will depend on what is being tracked and needs to be very carefully chosen.
Activities	Refer to the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes.
Baseline	This is the value of a performance indicator before the implementation of projects or activities.
Baseline data	This is the data that enables the tracking of changes that occurred during the strategy, project, or activity with the resources allocated.
Baseline timeframe	Refers to a month and year when baseline data were collected.
Data	These are raw facts and figures.
Effectiveness	It is the extent to which the M&E intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economic resources/inputs (funds, expertise, time, etc.) are converted to results in a project.
Evaluation	Refers to the systematic and objective assessment of an ongoing or completed project or policy, its design, implementation and results concerning specified evaluation criteria.
Evidence-based decision making	It is the systematic application of the best available evidence to the evaluation of options and decision-making in management and policy settings.
Finish Date	Point in time when the uncompleted portions of activity can be completed based on the network logic, resource availability, and any other schedule constraints.
Impact	It is any long-term effect, whether intended, unintended, positive, negative, direct or indirect of a project.

Indicators	They are quantitative or qualitative measures of project performance that are used to demonstrate change and that detail the extent to which program results are being or have been achieved.
Information	It is a processed data that is meaningful and can be used in M&E decision making.
Inputs	They are resources that contribute to the production of service delivery output e.g. finances, personnel, equipment and buildings.
Monitoring	It is a continuous process of collecting, analyzing, documenting, and reporting information on progress to achieve set project objectives.
Outcomes	They are the events, occurrences, or changes in conditions, behavior, or attitudes that indicate progress toward a project's goals.
Outputs	These are the final products, goods, or services produced for delivery. Outputs may be defined as “what we produce or deliver”.
Policy	It is a structured pattern consisting of different actions that are adopted by the government to set M&E guidelines and procedures that govern project management processes.
Relevance	This is the appropriateness of M&E objectives to the problems intended to be addressed by the project.
Results	Are the outputs, outcomes, or impacts, intended or unintended, positive or negative of a M&E intervention.
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Are usually less comprehensive and/or in-depth than evaluations.
Start Date	Point in time when an activity can start, based on sequence, resource availability, and any other specific schedule constraints.

ANNEXES

**ANNEX I:
ANNUAL FINANCIAL PROJECT REPORTING TEMPLATES**



Project Name.....

Implementing Entity.....

PROJECT GRANT/CREDIT NUMBER.....

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED

.....

**Prepared in accordance with the Cash Basis of Accounting Method under the International
Public Sector Accounting Standards (IPSAS)**

1.1 Name and registered office

Name: The project's official name is xxxxxx,

Objective: The key objective of the project is xxxxxx,

Address: The project headquarters offices are xxx (city), xxx County, Kenya.

The address of its registered office is:

Xxx (Insert address of your project as appropriate)

The project also has offices/branches as follows:

- Xxx
- Xxx
- Xxx

Contacts: The following are the project contacts

Telephone: (254) XXXXXXXX

E-mail: XXXXXXXX.go.ke

Website: www.go.ke

1.2 Project Information

Project Start Date:	The project start date is DD MM YY
Project End Date:	The project end date is DD MM YY
Project Manager:	The project manager is Mr/Mrs/Prof/Dr xxxx
Project Sponsor:	The project sponsor is -----

1.3 Project Overview

Line Ministry/State Department of the project	The project is under the supervision of the XXX Ministry.
Project number	Xxxx
Strategic goals of the project	The strategic goals of the project are as follows: (i) Xxxx (ii) Xxxx
Achievement of strategic goals	The project management aims to achieve the goals through the following means: (i) xxxx (ii) xxxx
Other important background information of the project	The project -----
Current situation that the project was formed to intervene	The project was formed to intervene in the following areas: (i) xxxx (ii) xxxx
Project duration	The project started on 1st July 20xx and is expected to run until 30 June 20xx

1.4 Bankers

The following are the bankers for the current year:

- (i)
- (ii)

1.5 Auditors

The project is audited by the ----- (Insert the name of external auditor)

1.6 Roles and Responsibilities

List the different people who will be working on the project. This list would include the project manager and all the key stakeholders who will be involved with the project. Also, record their role, their positions, and their contact information.

Names	Title designation	Key qualification	Responsibilities

1.7 Funding summary

The Project is for duration of xxx years from 20xx to 20xx with an approved budget of US\$ xxxx (use donor currency) equivalent to KShs xxxx as highlighted in the table below:

Below is the funding summary:

Source of funds	Donor Commitment-		Amount received to date – (dd mm 20xx)		Undrawn balance to date (dd mm 20xx)	
	Donor currency	KShs	Donor currency	KShs	Donor currency	KShs
	(A)	(A')	(B)	(B')	(A)-(B)	(A')-(B')
(i) Grant						
Insert name of donor	xxx	xxx	Xxx	xxx	xxx	xxx
Insert name of donor	xxx	xxx	Xxx	xxx	xxx	xxx
(ii) Loan						
Insert name of development partner	xxx	xxx	Xxx	xxx	xxx	xxx
Insert name of development partner	xxx	xxx	Xxx	xxx	xxx	xxx
(iii) Counterpart funds						
Government of Kenya	xxx	xxx	Xxx	xxx	xxx	xxx
Total	xxx	xxx	Xxx	xxx	xxx	xxx

[Delete the non-applicable source of funds from the table above. The amounts received to date should tie/agree to what is captured in the Statement of Receipts and Payments as applicable.]

1.8 Summary of Overall Project Performance:

- Budget performance against actual amounts for the current year and cumulative to-date,
- Physical progress based on outputs, outcomes and impacts since project commencement,
- Comment on value-for-money achievements,
- Indicate the absorption rate for each year since the commencement of the project.
- List the implementation challenges and recommended way forward.

1.9 Summary of Project Compliance:

- Include significant cases of non-compliance with applicable laws and regulations, and essential external financing agreements/covenants,
- Include consequences suffered on account of non-compliance or likely to be suffered
- Indicate mitigation measures taken or planned to be taken to alleviate the adverse effects of actual or potential consequences of non-compliance

STATEMENT OF PERFORMANCE AGAINST PROJECT'S PREDETERMINED OBJECTIVES

Guidance

Refer to the project objectives from the Credit No and project ID which inform the program budget and annual budget. Report on the extent of the project's progress in attaining the program plan. Report on the metrics met, objectives yet to be met, challenges and opportunities of the project in implementation of its plan

Enumerate all the objectives of the project as per the program plan

Introduction

Section 81 (2) (f) of the Public Finance Management Act, 2012 requires that, at the end of each financial year, the Accounting officer when preparing financial statements of each National Government entity in accordance with the standards and formats prescribed by the Public Sector Accounting Standards Board includes a statement of the national government entity's performance against predetermined objectives.

The key development objectives of the *project's 2018-2022* plan are to:

- a) XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
- b) XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
- c) XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
- d) XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
- e) XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
- f) XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Progress on attainment of Strategic development objectives

For purposes of implementing and cascading the above development objectives to specific sectors, all the development objectives were made specific, measurable, achievable, realistic and time-bound (SMART) and converted into development outcomes. Attendant indicators were identified for reasons of tracking progress and performance measurement: Below we provide the progress on attaining the stated objectives:

Project	Objective	Outcome	Indicator	Performance
Public Works, Roads & Transport	To develop and maintain roads and storm water drainage to global standards	Increased efficient transportation of people, goods and services	% of motorable and passable roads within the city	In FY 19/20 we increased motorable and passable roads by xx% the following roads were upgraded
XXXXXX	XXXXXXXXXXXX	XXXXXX	XXXXXXXXXX	XXXXXXXXXX

Customize as per the project objectives.

CORPORATE SOCIAL RESPONSIBILITY STATEMENT/SUSTAINABILITY REPORTING

Two-to-three pages

XXX exists to transform lives. This is our purpose; the driving force behind everything we do. It's what guides us to deliver our strategy, which is founded on XXX pillars: putting the customer/Citizen first, delivering relevant goods and services, and improving operational excellence. Below is a brief highlight of our achievements in each pillar

1. Sustainability strategy and profile -

The top management especially the accounting officer should make reference to sustainable efforts, broad trends in political and macroeconomic affecting sustainability priorities, reference to international best practices and key achievements and failures.

2. Environmental performance

Outline clearly, environmental policy guiding the organisation, provide evidence of the policy. Outline successes, shortcomings, efforts to manage biodiversity, waste management policy and efforts to reduce environmental impact of the organisation's products.

3. Employee welfare

Give account of the policies guiding the hiring process and whether they take into account the gender ratio, whether they take in stakeholder engagements and how often they are improved. Explain efforts made in improving skills and managing careers, appraisal and reward systems. The organisation should also disclose their policy on safety and compliance with Occupational Safety and Health Act of 2007, (OSHA).

4. Market place practices-

The organisation should outline its efforts to:

a) Responsible competition practice.

Explain how the organisation ensures responsible competition practices with issues like anti-corruption, responsible political involvement, fair competition and respect for competitors

b) Responsible Supply chain and supplier relations- explain how the organisation maintains good business practices, treats its own suppliers responsibly by honouring contracts and respecting payment practices.

c) Responsible marketing and advertisement-outline efforts to maintain ethical marketing practices

d) Product stewardship- outline efforts to safeguard consumer rights and interests

5. Community Engagements-

Give evidence of community engagement including charitable giving (cash & material), Community Social Investment and any other forms of community

(The organisation gives details of CSR activities carried out in the year and the impact to the society. The statement may also include how the organisation promotes education, sports, healthcare, labour relations, staff training and development, and water and sanitation initiatives)

STATEMENT OF PROJECT MANAGEMENT RESPONSIBILITIES

The *Principal Secretary* for the Ministry of and the *Project Coordinator* for **xxxx project** (use the correct title designation) are responsible for the preparation and presentation of the Project's financial statements, which give a true and fair view of the state of affairs of the Project for and as at the end of the financial year (period) ended on This responsibility includes: (i) maintaining adequate financial management arrangement and ensuring that these continue to be effective throughout the reporting period; (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Project; (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statement, and ensuring that they are free from material misstatements, whether due to error or fraud; (iv) safeguarding the assets of the Project; (v) selecting and applying appropriate accounting policies; and (vi) making accounting estimates that are reasonable in the circumstances.

The *Principal Secretary* for the Ministry of and the *Project Coordinator* for **xxxx project** accept responsibility for the Project's financial statements, which have been prepared on the Cash Basis Method of Financial Reporting, using appropriate accounting policies in accordance with International Public Sector Accounting Standards.

The *Principal Secretary* for the Ministry of and the *Project Coordinator* for **xxxx project** are of the opinion that the Project's financial statements give a true and fair view of the state of Project's transactions during the financial year/period ended on, and of the Project's financial position as at that date. The *Principal Secretary* for and the *Project Coordinator* for **xxxx project** further confirm the completeness of the accounting records maintained for the Project, which have been relied upon in the preparation of the Project financial statements as well as the adequacy of the systems of internal financial control.

The *Principal Secretary* for the Ministry of and the *Project Coordinator* for **xxxx project** confirm that the Project has complied fully with applicable Government Regulations and the terms of external financing covenants, and that Project funds received during the financial year/period under audit were used for the eligible purposes for which they were intended and were properly accounted for.

Approval of the Project financial statements

The Project financial statements were approved by the *Principal Secretary* for the Ministry of and the *Project Coordinator* for **xxxx project** on _____ and signed by them.

Principal Secretary
Name

Project Coordinator
Name

Project Accountant:
Name:
ICPAK Member Number:

REPORT OF THE INDEPENDENT AUDITORS ON THE xxxx PROJECT
STATEMENT OF RECEIPTS AND PAYMENTS FOR THE PERIOD ENDED

	Note	PERIOD		PERIOD		Cumulative to-date (From inception)
		Receipts and payments controlled by the entity	Payments made by third parties	Receipts and payment controlled by the entity	Payments made by third parties	
		KShs	KShs	KShs	KShs	KShs
RECEIPTS						
Transfer from Government entities	9.3	xxx	-	xxx	-	xxx
Proceeds from domestic and foreign grants	9.4	xxx	xxx	xxx	xxx	xxx
Loan from external development partners	9.5	xxx	xxx	xxx	xxx	xxx
Miscellaneous receipts	9.6	xxx	xxx	xxx	xxx	xxx
TOTAL RECEIPTS		xxx	xxx	Xxx	xxx	xxx
PAYMENTS						
Compensation of employees	9.7	xxx	Xxx	xxx	xxx	xxx
Purchase of goods and services	9.8	xxx	Xxx	xxx	xxx	xxx
Social security benefits	9.9	xxx	Xxx	xxx	xxx	xxx
Acquisition of non-financial assets	9.10	xxx	Xxx	xxx	xxx	xxx
Transfers to other government entities	9.11	xxx	Xxx	xxx	xxx	xxx
Other grants and transfers and payments	9.12	xxx	Xxx	xxx	xxx	xxx
TOTAL PAYMENTS		xxx	Xxx	xxx	xxx	xxx
SURPLUS/(DEFICIT)		xxx	-	xxx	-	xxx

The accounting policies and explanatory notes to these financial statements are an integral part of the financial statements.

Principal Secretary
Name:

Project Coordinator
Name:

Project Accountant
Name:

ICPAK Member Number:

(IPSAS 1.3.24 requires an entity to separately disclose third party payments separately on the statement of receipts and payments. These are payments made by development partners directly on behalf of the entity. In recognizing these transactions, the receipts must be equal to the payments made and therefore there is no surplus or deficit.)

STATEMENT OF FINANCIAL ASSETS AS AT

	Note	Year	Year
		KShs	KShs
FINANCIAL ASSETS			
Cash and Cash Equivalents			
Bank Balances	9.13.A	xxx	xxx
Cash Balances	9.13.B	xxx	xxx
Cash Equivalents (short-term deposits)	9.13.C	xxx	xxx
Total Cash and Cash Equivalents		xxx	xxx
Accounts receivables – Imprest and Advances	9.14	xxx	xxx
TOTAL FINANCIAL ASSETS		xxx	xxx
REPRESENTED BY			
Fund balance b/fwd	9.15	xxx	xxx
Prior year adjustments	9.16	xxx	xxx
Surplus/(Deficit) for the year		xxx	xxx
NET FINANCIAL POSITION		xxx	xxx

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements. The financial statements were approved on _____ 20XX and signed by:

Principal Secretary
Date

Project Coordinator
Date

Project Accountant
Date
ICPAK Member Number:

STATEMENT OF CASH FLOW FOR THE PERIOD OF

		PERIOD ...	PERIOD ...
	Not e	KS's	KShs
Receipts from operating activities			
Transfer from Government entities	9.3	xxx	xxx
Proceeds from domestic and foreign grants	9.4	xxx	xxx
Miscellaneous receipts	9.6	xxx	xxx
Payments from operating activities			
Compensation of employees	9.7	xxx	xxx
Purchase of goods and services	9.8	xxx	xxx
Social security benefits	8.9	xxx	xxx
Transfers to other government entities	9.11	xxx	xxx
Other grants and transfers	9.12	xxx	xxx
Adjustments during the year			
Decrease/(Increase) in Accounts receivable: (outstanding imprest)	9.17	xxx	xxx
Increase/(Decrease) in Accounts Payable: (deposits and retention)	9.18	xxx	xxx
Prior Year Adjustments	9.16	xxx	xxx
Net cash flow from operating activities		xxx	xxx
CASH FLOW FROM INVESTING ACTIVITIES			
Acquisition of Assets	9.10	xxx	xxx
Net cash flows from Investing Activities		xxx	xxx
CASH FLOW FROM BORROWING ACTIVITIES			
Proceeds from Foreign Borrowings	9.5	xxx	xxx
Net cash flow from financing activities		xxx	xxx
NET INCREASE IN CASH AND CASH EQUIVALENT		xxx	xxx
Cash and cash equivalent at BEGINNING of the year		xxx	xxx
Cash and cash equivalent at END of the year		xxx	xxx

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements. The entity financial statements were approved on _____ and signed by:

Principal Secretary
Date

Project Coordinator
Date

Project Accountant
Date
ICPAK Member No:

STATEMENT OF COMPARATIVE BUDGET AND ACTUAL AMOUNTS

Receipts/Payments Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	a	b	$c=a+b$	d	$e=c-d$	$f=d/c \%$
Receipts						
Transfer from Government entities						
Proceeds from domestic and foreign grants						
Proceeds from borrowings						
Miscellaneous receipts						
Total Receipts						
Payments						
Compensation of employees						
Purchase of goods and services						
Social security benefits						
Acquisition of non-financial assets						
Transfers to other government entities						
Other grants and transfers						
Total Payments						

Note: The significant budget utilisation/performance differences in the last column are explained in **Annex 1** to these financial statements.

Principal Secretary
Date

Project Coordinator
Date

Project Accountant
Date
ICPAK Member No:

NOTES TO THE FINANCIAL STATEMENTS

The principal accounting policies adopted in the preparation of these financial statements are set out below:

9.1. Basis of Preparation

9.1.1. Statement of compliance and basis of preparation

The financial statements have been prepared in accordance with Cash-basis IPSAS financial reporting under the cash basis of Accounting, as prescribed by the PSASB and set out in the accounting policy note below. This cash basis of accounting has been supplemented with accounting for; a) receivables that include imprests and salary advances and b) payables that include deposits and retentions. The financial statements comply with and conform to the form of presentation prescribed by the PSASB. The accounting policies adopted have been consistently applied to all the years presented.

9.1.2. Reporting entity

The financial statements are for the Project xxx under National Government of Kenya. The financial statements encompass the reporting entity as specified in the relevant legislation PFM Act 2012 .

9.1.3. Reporting currency

The financial statements are presented in Kenya Shillings (KShs), which is the functional and reporting currency of the Project and all values are rounded to the nearest Kenya Shilling.

9.2. Significant Accounting Policies

a) Recognition of receipts

The Project recognizes all receipts from the various sources when the event occurs, and the related cash has actually been received by the Government.

- **Transfers from the Exchequer**

Transfer from Exchequer is to be recognized in the books of accounts when cash is received. Cash is considered as received when payment instruction is issued to the bank and notified to the receiving entity.

- **External Assistance**

External assistance is received through grants and loans from multilateral and bilateral development partners.

Donations and grants

Grants and donations shall be recognized in the books of accounts when cash is received. Cash is considered as received when a payment advice is received by the recipient entity or by the beneficiary. In case of grant/donation in kind, such grants are recorded upon receipt of the grant item and upon determination of the value. The date of the transaction is the value date indicated on the payment advice.

Proceeds from borrowing

Borrowing includes Treasury bill, treasury bonds, corporate bonds, sovereign bonds and external loans acquired by the Project or any other debt the Project may take on will be treated on cash basis and recognized as a receipt during the year they were received.

Undrawn external assistance

These are loans and grants at reporting date as specified in a binding agreement and relate to funding for the Project currently under development where conditions have been satisfied or their ongoing satisfaction is highly likely and the project is anticipated to continue to completion. An analysis of the Project's undrawn external assistance is shown in the funding summary

- **Other receipts**

These include Appropriation-in-Aid and relates to receipts such as proceeds from disposal of assets and sale of tender documents. These are recognized in the financial statements the time associated cash is received.

- b) Recognition of payments**

The Project recognizes all payments when the event occurs, and the related cash has actually been paid out by the Project.

- **Compensation of employees:** Salaries and Wages, Allowances, Statutory Contribution for employees are recognized in the period when the compensation is paid.
- **Use of goods and services:** Goods and services are recognized as payments in the period when the goods/services are consumed and paid for. If not paid for during the period where goods/services are consumed, they shall be disclosed as pending bills.
- **Interest on borrowing:** Borrowing costs that include interest are recognized as payment in the period in which they incurred and paid for.
- **Repayment of borrowing (principal amount):** The repayment of principal amount of borrowing is recognized as payment in the period in which the repayment is made. The stock of debt is disclosed as an annexure to the consolidated financial statements.
- **Acquisition of fixed assets:** The payment on acquisition of property plant and equipment items is not capitalized. The cost of acquisition and proceeds from disposal of these items are treated as payments and receipts items respectively. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration and the fair value of the asset can be reliably established, a contra transaction is recorded as receipt and as a payment. A fixed asset register is maintained by each public entity and a summary provided for purposes of consolidation. This summary is disclosed as an annexure to the consolidated financial statements.

- c) In-kind donations**

In-kind contributions are donations that are made to the Project in the form of actual goods and/or services rather than in money or cash terms. These donations may include vehicles, equipment or personnel services. Where the financial value received for in-kind contributions can be reliably determined, the Project includes such value in the statement of receipts and payments both as receipts and as payments in equal and opposite amounts; otherwise, the contribution is not recorded.

- d) Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. Bank account balances include amounts held at the Central Bank of Kenya and at various commercial banks at the end of the financial year. For the purposes of these financial statements, cash and cash equivalents also include short term cash imprests and advances to authorized public officers and/or institutions which were not surrendered or accounted for at the end of the financial year.

Restriction on cash: Restricted cash represents amounts that are limited/restricted from being used to settle a liability for at least twelve months after the reporting period. This cash is limited for direct use as required by stipulation. Amounts maintained in deposit bank accounts are restricted for use in refunding third part deposits

SIGNIFICANT ACCOUNTING POLICIES (Continued)

e) Accounts receivable

For the purposes of these financial statements, imprests and advances to authorized public officers and/or institutions which were not surrendered or accounted for at the end of the financial year is treated as receivables. This is in recognition of the government practice where the imprest payments are recognized as payments when fully accounted for by the imprest or AIE holders. This is an enhancement to the cash accounting policy. Other accounts receivables are disclosed in the financial statements.

f) Contingent Liabilities

A contingent liability is:

- a) A possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- b) A present obligation that arises from past events but is not recognized because:
 - (i) It is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
 - (ii) The amount of the obligation cannot be measured with sufficient reliability.

Some of contingent liabilities may arise from: litigation in progress, guarantees, indemnities. Letters of comfort/ support, insurance, Public Private Partnerships,

The Entity does not recognize a contingent liability but discloses details of any contingencies in the notes to the financial statements unless the possibility of an outflow of resources embodying economic benefits or service potential is remote. **Annex 4** of this financial statement is a register of the contingent liabilities in the year.

Section 89 (2) (i) of the PFM Act requires the National Government to report on the payments made, or losses incurred, by the county government to meet contingent liabilities as a result of loans during the financial year, including payments made in respect of loan write-offs or waiver of interest on loans

g) Contingent Assets

The Entity does not recognize a contingent asset, but discloses details of a possible asset whose existence is contingent on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Entity in the notes to the financial statements. Contingent assets are assessed continually to ensure that developments are appropriately reflected in the financial statements. If it has become virtually certain that an inflow of economic benefits or service potential will arise and the asset's value can be measured reliably, the asset and the related revenue are recognized in the financial statements of the period in which the change occurs.

h) Pending bills

Pending bills consist of unpaid liabilities at the end of the financial year arising from contracted goods or services during the year or in past years. As pending bills do not involve the payment of cash in the reporting period, they recorded as 'memorandum' or 'off-balance' items to provide a sense of the overall net cash position of the Project at the end of the year. When the pending bills are finally settled, such payments are included in the statement of receipts and payments in the year in which the payments are made.

i) Budget

The budget is developed on a comparable accounting basis (cash basis), the same accounts classification basis (except for accounts receivable - outstanding imprest and clearance accounts

and accounts payable - deposits, which are accounted for on an accrual basis), and for the same period as the financial statements. The Project's budget was approved as required by Law and National Treasury Regulations, as well as by the participating development partners, as detailed in the Government of Kenya Budget Printed Estimates for the year. The Development Projects are budgeted for under the MDAs but receive budgeted funds as transfers and account for them separately. These transfers are recognised as inter-entity transfers and are eliminated upon consolidation. A high-level assessment of the Project's actual performance against the comparable budget for the financial year/period under review has been included in an annex to these financial statements.

j) Third party payments

Included in the receipts and payments, this are payments made on behalf by the third parties in form of loans and grants. These payments do not constitute cash receipts and payments and are disclosed in the payment to third parties column in the statement of receipts and payments. During the year Kshs xxx billion being loan disbursements were received in form of direct payments from third parties.

k) Exchange rate differences

The accounting records are maintained in the functional currency of the primary economic environment in which the Project operates, Kenya Shillings. Transactions in foreign currencies during the year/period are converted into the functional currency using the exchange rates prevailing at the dates of the transactions. Any foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the statements of receipts and payments.

l) Comparative figures

Where necessary comparative figures for the previous financial year/period have been amended or reconfigured to conform to the required changes in financial statement presentation.

m) Subsequent events

There have been no events subsequent to the financial year/period end with a significant impact on the financial statements for the year ended June 30, 20XX.

n) Errors

Material prior period errors shall be corrected retrospectively in the first set of financial statements authorized for issue after their discovery by: i. Restating the comparative amounts for prior period(s) presented in which the error occurred; or ii. If the error occurred before the earliest prior period presented, restating the opening balances of assets, liabilities and net assets/equity for the earliest prior period presented.

9.3. RECEIPTS FROM GOVERNMENT OF KENYA

These represent counterpart funding and other receipts from government as follows:

 /..... /.....	Cumulative
	KShs	KShs	to-date(from inception)
<i>Counterpart funding through Ministry xxx</i>			
Counterpart funds Quarter 1	xxx	xxx	xxx
Counterpart funds Quarter 2	xxx	xxx	xxx
Counterpart funds Quarter 3	xxx	xxx	xxx
Counterpart funds Quarter 4	xxx	xxx	xxx
	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>
<i>Other transfers from government entities</i>			
Ministry xx	xxx	xxx	xxx
Ministry xy	xxx	xxx	xxx
Project zxy	xxx	xxx	xxx
Agency xz	xxx	xxx	xxx
	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>
Appropriations-in-Aid	xxx	xxx	xxx
Total	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>

[Provide explanation as necessary noting that “Other transfers from government entities” is not the counterpart funding which is the government’s share of contribution towards the implementation of the project as mandated by the Project Agreement.]

NOTES TO THE FINANCIAL STATEMENTS (Continued)

9.4. PROCEEDS FROM DOMESTIC AND FOREIGN GRANTS

During the 12 months to 30 June 20xx we received grants from donors as detailed in the table below:

Name of Donor	Date received	Amount received in donor currency	Grants received in cash	Grants received as direct payment*	Grants received in kind	Total amount in KShs	
					 /..... /.....
			KShs	KShs	KShs	KShs	KShs
Grants Received from Bilateral Donors							

(Foreign Governments)							
Insert name of foreign Government	xxx					xxx	xxx
Grants Received from Multilateral Donors (International Organisations)							
Insert name of international organization	xxx					xxx	xxx
Grants Received from Local Individuals and organisations							
Insert name of individual or local organization	xxx					xxx	xxx
Total						xxx	xxx

* The direct payment grants represent payments for goods and services done directly by the donor on behalf of the project. Projects should ensure that the adequate documents and support document is requested from the donors to support this grant.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

9.5. LOAN FROM EXTERNAL DEVELOPMENT PARTNERS

During the 12 months to 30 June 20xx we received funding from development partners in form of loans negotiated by TNT donors as detailed in the table below:

Name of Donor	Date received	Amount in loan currency	Loans received in cash	Loans received as direct payment*	Total amount in KShs	
			KShs	KShs /..... /.....
Loans Received from Bilateral Donors (Foreign Governments)						

Insert name of foreign Government	xxx	xxx	xxx	xxx	xxx	xxx
Loans Received from Multilateral Donors (International Organisations)						
Insert name of international organization	xxx	xxx	xxx	xxx	xxx	xxx
Total					xxx	xxx

9.6. MISCELLANEOUS RECEIPTS

 /.....		 /.....	Cumulative to- date
	Receipts controlled by the entity in Cash	Receipts controlled by third parties	Total Receipts		(from inception)
	KShs	KShs	KShs		
Property income	Xxx	xxx	xxx	Xxx	Xxx
Sales of goods and services	Xxx	xxx	xxx	Xxx	Xxx
Administrative fees and charges	Xxx	xxx	xxx	Xxx	Xxx
Fines, penalties and forfeitures	Xxx	xxx	xxx	Xxx	Xxx
Voluntary transfers other than grants	Xxx	xxx	xxx	Xxx	Xxx
Other receipts not classified elsewhere	Xxx	xxx	xxx	xxx	Xxx
	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>

[Provide explanation as necessary]

NOTES TO THE FINANCIAL STATEMENTS (Continued)

9.7. COMPENSATION OF EMPLOYEES

 /.....		 /.....	Cumulative to- date
	Payments made by the Entity in Cash	Payments made by third parties	Total Payments		
	KShs	KShs	KShs	KShs	KShs
-	xxx	xxx	xxx	xxx	xxx

Basic wages of temporary employees	xxx	xxx	xxx	xxx	xxx
Personal allowances paid as part of salary	xxx	xxx	xxx	xxx	xxx
Personal allowances paid as reimbursements	xxx	xxx	xxx	xxx	xxx
Personal allowances provided in kind	xxx	xxx	xxx	xxx	xxx
Pension and other social security contributions	xxx	xxx	xxx	xxx	xxx
Compulsory national social security schemes	xxx	xxx	xxx	xxx	xxx
Compulsory national health insurance schemes	xxx	xxx	xxx	xxx	xxx
Social benefit schemes outside government	xxx	xxx	xxx	xxx	xxx
Other personnel payments	xxx	xxx	xxx	xxx	xxx
Total	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>

NOTES TO THE FINANCIAL STATEMENTS (Continued)

9.8. PURCHASE OF GOODS AND SERVICES

 /.....		 /.....	Cumulati ve to- date
	Payments made by the Entity in Cash	Payments made by third parties	Total Payments		
	KShs	KShs	KShs	KSh s	KShs

Utilities, supplies and services	xxx	xxx	xxx	xxx	xx x
Communication, supplies and services	xxx	xxx	xxx	xxx	xx x
Domestic travel and subsistence	xxx	xxx	xxx	xxx	xx x
Foreign travel and subsistence	xxx	xxx	xxx	xxx	xx x
Printing, advertising and – information supplies & services	xxx	xxx	xxx	xxx	xx x
Rentals of produced assets	xxx	xxx	xxx	xxx	xx x
Training payments	xxx	xxx	xxx	xxx	xx x
Hospitality supplies and services	xxx	xxx	xxx	xxx	xx x
Insurance costs	xxx	xxx	xxx	xxx	xx x
Specialised materials and services	xxx	xxx	xxx	xxx	xx x
Other operating payments	xxx	xxx	xxx	xxx	xx x
Routine maintenance – vehicles and other transport equipment	xxx	xxx	xxx	xxx	xx x
Routine maintenance – other assets	xxx	xxx	xxx	xxx	xx x
Exchange rate losses/gains (net)	xxx	xxx	xxx	xxx	xx x
Total	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xx</u> <u>x</u>	<u>xx</u> <u>x</u>

[Provide explanation as necessary]

NOTES TO THE FINANCIAL STATEMENTS (Continued)

9.9. SOCIAL SECURITY BENEFITS

/.....		 /.....	Cumulative to- date
	Payments made by the Entity in Cash	Payments made by third parties	Total Payments		
	KShs	KShs	KShs	KShs	KShs
Government pension and	xxx	xxx	xxx	xxx	xxx

retirement benefits					
Social security benefits in cash and in kind	xxx	xxx	xxx	xxx	xxx
Employer social benefits in cash and in kind	xxx	xxx	xxx	xxx	xxx
Total	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>

[Provide explanation as necessary]

9.10. ACQUISITION OF NON-FINANCIAL ASSETS

/.....		 /.....	Cumulative to-date
	Payments made by the Entity in Cash	Payments made by third parties	Total Payments		
	KShs	KShs	KShs	KShs	KShs
Purchase of buildings	xxx	xxx	xxx	Xxx	xxx
Construction of buildings	xxx	xxx	xxx	Xxx	xxx
Refurbishment of buildings	xxx	xxx	xxx	Xxx	xxx
Construction of roads	xxx	xxx	xxx	Xxx	xxx
Construction of civil works	xxx	xxx	xxx	Xxx	xxx
Overhaul & refurbishment of construction and civil works	xxx	xxx	xxx	Xxx	xxx
Purchase of vehicles & other transport equipment	xxx	xxx	xxx	Xxx	xxx
Overhaul of vehicles & other transport equipment	xxx	xxx	xxx	Xxx	xxx
Purchase of household furniture & institutional equipment	xxx	xxx	xxx	Xxx	xxx
Purchase of office furniture & general equipment	xxx	xxx	xxx	Xxx	xxx
Purchase of specialised plant, equipment and machinery	xxx	xxx	xxx	Xxx	xxx

/.....		 /.....	Cumulative to-date
	Payments made by the Entity in Cash	Pay ment s mad e by third parti es	Tota l Pay ment s		
Rehabilitation & renovation of plant, equipment & machinery	xxx	xxx	xxx	Xxx	xxx
Purchase of certified seeds, breeding stock and live animals	xxx	xxx	xxx	Xxx	xxx
Research, studies, project preparation, design & supervision	xxx	xxx	xxx	Xxx	xxx
Rehabilitation of civil works	xxx	xxx	xxx	Xxx	xxx
Acquisition of strategic stocks	xxx	xxx	xxx	Xxx	xxx
Acquisition of land	xxx	xxx	xxx	Xxx	xxx
Acquisition of other intangible assets	xxx	xxx	xxx	Xxx	xxx
Total	xxx	xxx	xxx	<u>xx</u> x	xxx

[Provide explanation as necessary]NOTES TO THE FINANCIAL STATEMENTS
(Continued)

9.11. TRANSFERS TO OTHER GOVERNMENT ENTITIES

During the 12 months to, we transferred funds to reporting government entities as shown below:

/.....			Cumulative to-date
	Payments made by the Entity in Cash	Paymen ts made	Total Paymen ts		

		by third parties			
	KShs	KShs	KShs	<u>KShs</u>	<u>KShs</u>
Transfers to National Government entities					
Ministry ABC	xxx	xxx	Xxx	Xxx	xxx
Project XYZ	xxx	xxx	Xxx	Xxx	xxx
	<u>xxx</u>	<u>xxx</u>	<u>Xxx</u>	<u>Xxx</u>	<u>xxx</u>
Transfers to County Government					
County ABC	xxx	xxx	Xxx	Xxx	xxx
County XYZ	xxx	xxx	Xxx	Xxx	xxx
	<u>xxx</u>	<u>xxx</u>	<u>Xxx</u>	<u>Xxx</u>	<u>xxx</u>
TOTAL	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>

We have confirmed that the beneficiary institutions have received the funds and have recorded these as inter-entity receipts. We have attached these duly signed confirmations as an Appendix to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (Continued)
9.12. OTHER GRANTS AND TRANSFERS AND PAYMENTS

	 /.....	Cumulative to-date
--	--	-----------------	---------------------------

	Payments made by the Entity in Cash	Payments made by third parties	Total Payments		
	KShs	KShs	KShs	KShs	KShs
Grants for scholarships	xxx	xxx	xxx	xxx	xxx
Transfers to lower levels of government e.g schools	xxx	xxx	xxx	xxx	xxx
Miscellaneous payments	xxx	xxx	xxx	xxx	xxx
Total	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>	<u>xxx</u>

[Provide explanation as necessary]

NOTES TO THE FINANCIAL STATEMENTS (Continued)

9.13. CASH AND CASH EQUIVALENTS CARRIED FORWARD

 /..... /.....
	KShs	KShs
Bank accounts (Note 8.13A)	Xxx	xxx
Cash in hand (Note 8. 13B)	Xxx	xxx
Cash equivalents (short-term deposits) (Note 8.13C)	Xxx	xxx
Total	<u>xxx</u>	<u>xxx</u>

The project has XX number of project accounts spread within the project implementation area and XX number of foreign currency designated accounts managed by TNT as listed below:

9.13 A Bank Accounts

Project Bank Accounts

 /..... /.....
	KShs	KShs
<u>Foreign Currency Accounts</u>		
Central Bank of Kenya [A/c No.....]	xxx	xxx

Kenya Commercial Bank [A/c No.....]	xxx	xxx
Co-operative Bank of Kenya [A/c No.....]	xxx	xxx
Others (<i>specify</i>)	xxx	xxx
Total Foreign Currency balances	<u>xxx</u>	<u>xxx</u>
<u>Local Currency Accounts</u>		
Central Bank of Kenya [A/c No.....]	xxx	xxx
Kenya Commercial Bank [A/c No.....]	xxx	xxx
Co-operative Bank of Kenya [A/c No.....]	xxx	xxx
Others (<i>specify</i>)	xxx	xxx
Total local currency balances	<u>xxx</u>	<u>xxx</u>
Total bank account balances	<u>xxx</u>	<u>xxx</u>

NOTES TO THE FINANCIAL STATEMENTS (Continued)

Special Deposit Accounts

The balances in the Project's Special Deposit Account(s) as at 30th June 20xx are not included in the Statement of Financial Assets since they are below the line items and are yet to be drawn into the Exchequer Account as a voted provision. Below is the Special Deposit Account (SDA) movement schedule which shows the flow of funds that were voted in the year. These funds have been reported as loans/grants received in the year under the Statement of Receipts and Payments.

Special Deposit Accounts Movement Schedule

 /..... /.....
	KShs	KShs
(i) A/C Name [A/c No.....]		
Opening balance	xxx	xxx
Total amount deposited in the account	xxx	xxx
Total amount withdrawn (as per Statement of Receipts & Payments)	<u>xxx</u>	<u>xxx</u>
Closing balance (as per SDA bank account reconciliation attached)	<u>xxx</u>	<u>xxx</u>
(ii) A/c Name [A/c No.....]		
Opening balance (as per the SDA reconciliation)	xxx	xxx
Total amount deposited in the account	xxx	xxx
Total amount withdrawn (as per Statement of Receipts & Payments)	<u>xxx</u>	<u>xxx</u>
Closing balance (as per SDA bank account reconciliation attached)	<u>xxx</u>	<u>xxx</u>

The Special Deposit Account(s) reconciliation statement(s) has (have) been attached as *Appendix xx* support these closing balances.

9.13B Cash In Hand

 /..... /.....
	KShs	KShs
Location 1	xxx	Xxx
Location 2	xxx	Xxx

Location 3	xxx	Xxx
Other locations (<i>specify</i>)	xxx	Xxx
Total cash balances	<u>XXX</u>	<u>XXX</u>

[Provide a cash count certificate for each location above]

9.13C Cash equivalents (short-term deposits)

 /..... /.....
	KShs	KShs
Kenya Commercial Bank [A/C No.....]	xxx	xxx
Co-Operative Bank of Kenya [A/C No.....]	xxx	xxx
Others (<i>Specify</i>)	xxx	xxx
Total	<u>XXX</u>	<u>XXX</u>

[Provide short appropriate explanations as necessary]

9.14. OUTSTANDING IMPRESTS AND ADVANCES

<i>Name of Officer or Institution</i>	<i>Amount Taken</i>	<i>Due Date of Surrender</i>	<i>Amount Surrendered</i>	<i>Balance</i>	<i>Balance</i>
<i>Officer 1</i>	xxx	xxx	xxx	xxx	xxx
<i>Xx institution</i>	xxx	xxx	xxx	xxx	xxx
<i>Officer 2</i>	xxx	xxx	xxx	xxx	xxx
<i>Officer 3</i>	xxx	xxx	xxx	xxx	xxx
<i>Officer 4</i>	xxx	xxx	xxx	xxx	xxx
<i>Officer 5</i>	xxx	xxx	xxx	xxx	Xxx
<i>Programme 1</i>	xxx	xxx	xxx	xxx	Xxx
Total	<u>XXX</u>	<u>XXX</u>	<u>XXX</u>	<u>XXX</u>	<u>XXX</u>

9.15. FUND BALANCE BROUGHT FORWARD

 /..... /.....
	KShs	KShs
Bank accounts	Xxx	Xxx
Cash in hand	Xxx	Xxx
Cash equivalents (short-term deposits)	Xxx	Xxx
Outstanding imprests and advances	Xxx	Xxx
Total	<u>XXX</u>	<u>XXX</u>

NOTES TO THE FINANCIAL STATEMENTS (Continued)

9.16. PRIOR YEAR ADJUSTMENT

	Balance b/f	Adjustments	Adjusted Balance b/f

	FY/.... as per Financial statements		FY/....
Description of the error	Kshs	Kshs	Kshs
Bank account Balances	xxx	xxx	xxx
Cash in hand	xxx	xxx	xxx
Accounts Payables	xxx	xxx	xxx
Receivables	xxx	xxx	xxx
Others (<i>specify</i>)	xxx	xxx	xxx
	xxx	xxx	xxx

(Explain whether the prior year relates to errors noted in prior year, changes in estimates or accounting policy.)

9.17. CHANGES IN RECEIVABLE

Description of the error
	KShs	KShs
Outstanding Imprest as at (A)	xxx	xxx
Imprest issued during the year (B)	xxx	xxx
Imprest surrendered during the Year (C)	xxx	xxx
Net changes in account receivables D= A+B-C	xxx	xxx

9.18. CHANGES IN ACCOUNTS PAYABLE – DEPOSITS AND RETENTIONS

Description of the error/..../.....
	KShs	KShs
Deposit and Retentions as at 1 st July 2019 (A)	xxx	xxx
Deposit and Retentions held during the year (B)	xxx	xxx
Deposit and Retentions paid during the Year (C)	xxx	xxx
Net changes in account receivables D= A+B-C	xxx	xxx

10. 0 OTHER IMPORTANT DISCLOSURES

10.1 PENDING ACCOUNTS PAYABLE (See Annex 2A)

	Balance b/f FY/.....	Additions for the period	Paid during the year	Balance c/f FY/.....
Description	Kshs	Kshs	Kshs	Kshs
Construction of buildings	xxx	Xxx	(xxx)	xxx
Construction of civil works	xxx	Xxx	(xxx)	xxx
Supply of goods	xxx	Xxx	(xxx)	xxx
Supply of services	xxx	xxx	(xxx)	xxx
Total	xxx	xxx	(xxx)	xxx

10.2 PENDING STAFF PAYABLES (See Annex 2B)

	Balance b/f FY /.....	Additions for the period	Paid during the year	Balance c/f FY /.....
Description	Kshs	Kshs	Kshs	Kshs
Senior management	xxx	xxx	(xxx)	xxx
Middle management	xxx	xxx	(xxx)	xxx
Unionisable employees	xxx	xxx	(xxx)	xxx
Others	xxx	xxx	(xxx)	xxx
Total	xxx	xxx	(xxx)	xxx

10.3 OTHER PENDING PAYABLES (See Annex 2C)

	Balance b/f FY/.....	Additions for the period	Paid during the year	Balance c/f FY/.....
Description	Kshs	Kshs	Kshs	Kshs
Amounts due to National Government entities	xxx	xxx	(xxx)	xxx
Amounts due to County Government entities	Xxx	xxx	(xxx)	xxx
Amounts due to third parties	Xxx	xxx	(xxx)	xxx
Total	Xxx	xxx	(xxx)	xxx

OTHER IMPORTANT DISCLOSURES (Continued)

External Assistance

	FY/.....	FY/.....
Description	Kshs	Kshs
External assistance received in cash	xxx	xxx
External assistance received as loans and grants	xxx	xxx
External assistance received in kind- as payment by third parties	xxx	xxx
Total	xxx	xxx

a) External assistance relating loans and grants

	FY/.....	FY/.....
Description	Kshs	Kshs
External assistance received as loans	xxx	xxx
External assistance received as grants	xxx	xxx
Total	xxx	xxx

b) Undrawn external assistance

	Purpose for which the undrawn external assistance may be used	FY/.....	FY/.....
Description		Kshs	Kshs
Undrawn external assistance - loans		xxx	xxx
Undrawn external assistance - grants		xxx	xxx
Total		xxx	xxx

c. Classes of providers of external assistance

	FY/.....	FY/.....
Description	Kshs	Kshs
Multilateral donors	xxx	xxx
Bilateral donors	xxx	xxx
International assistance organization	xxx	xxx
NGOs	xxx	xxx
National Assistance Organization	xxx	xxx
Total	xxx	xxx

Provide details of the reasons for external assistance e.g. Economic development or welfare objective, Emergency relief, Trading activities etc

OTHER IMPORTANT DISCLOSURES (Continued)

d. Non-monetary external assistance

	FY/....	FY/....
Description	Kshs	Kshs
Goods	xxx	xxx
Services	xxx	xxx
Total	xxx	xxx

This may occur when goods such as vehicles, computers, medical equipment, food aid etc are contributed to a county by donors, NGO etc

N/B : Disclose the basis on which the value of goods and services were determined (This may be by : depreciated historical cost of physical assets, price attached on the goods, an assessment of value by the management of transferor, recipient on Third Party, Fair value measurement.

e....Purpose and use of external assistance

PAYMENTS MADE BY THIRD PARTIES	FY/....	FY/....
	Kshs	Kshs
Compensation of Employees	Xxx	Xxx
Use of goods and services	Xxx	Xxx
Subsidies	Xxx	Xxx
Transfers to Other Government Units	Xxx	Xxx
Other grants and transfers	Xxx	Xxx
Social Security Benefits	Xxx	Xxx
Acquisition of Assets	Xxx	Xxx
Finance Costs, including Loan Interest	Xxx	Xxx
Repayment of principal on Domestic and Foreign borrowing	Xxx	Xxx
Other Payments	Xxx	Xxx
TOTAL	Xxx	Xxx

N/B The above sub-classification will be adopted based on the purpose of the external assistance and how the external assistance was used.

OTHER IMPORTANT DISCLOSURES (Continued)

f. External Assistance paid by Third Parties on behalf of the Entity by Source

This relates to external assistance paid directly by third parties to settle obligations on behalf of the entity

	FY/....	FY/....
Description	Kshs	Kshs
National government	xxx	xxx
Multilateral donors	xxx	Xxx
Bilateral donors	xxx	Xxx
International assistance organization	xxx	Xxx
NGOs	xxx	Xxx
National Assistance Organization	xxx	Xxx
Total	xxx	Xxx

PROGRESS ON FOLLOW UP OF PRIOR YEAR AUDITOR'S RECOMMENDATIONS

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor. We have nominated focal persons to resolve the various issues as shown below with the associated time frame within which we expect the issues to be resolved.

Reference No. on the external audit Report	Issue Observations from Auditor /	Management comments	Focal Point person to resolve the issue (Name and designation)	Status: (Resolved / Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)

Guidance Notes:

- (i) Use the same reference numbers as contained in the external audit report;
- (ii) Obtain the “Issue/Observation” and “management comments”, required above, from final external audit report that is signed by Management;
- (iii) Before approving the report, discuss the timeframe with the appointed Focal Point persons within your entity responsible for implementation of each issue;
- (iv) Indicate the status of “Resolved” or “Not Resolved” by the date of submitting this report to the National Treasury.

Principal Secretary

Project Coordinator

Date

Date

ANNEX II

VARIANCE EXPLANATIONS - COMPARATIVE BUDGET AND ACTUAL AMOUNTS

	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization	Comments on Variance
	a	b	c=a-b	d=b/a %	
Receipts					
Transfer from Government entities	xxx	xxx	xxx	xxx	
Proceeds from domestic and foreign grants	xxx	xxx	xxx	xxx	

Proceeds from borrowings	xxx	xxx	xxx	xxx	
Miscellaneous receipts	xxx	xxx	xxx	xxx	
Total Receipts	xxx	xxx	xxx	xxx	
Payments					
Compensation of employees	xxx	xxx	xxx	xxx	
Purchase of goods and services	xxx	xxx	xxx	xxx	
Social security benefits	xxx	xxx	xxx	xxx	
Acquisition of non-financial assets	xxx	xxx	xxx	xxx	
Transfers to other government entities	xxx	xxx	xxx	xxx	
Other grants and transfers	xxx	xxx	xxx	xxx	
Total payments	xxx	xxx	xxx	xxx	

Explain all variance below 90% and above 100%

- (i) Xxx
- (ii) Xxx
- (iii) Xxx

ANNEX IIIA

ANALYSIS OF PENDING BILLS

Supplier of Goods or Services	Original Amount	Date Contracted	Amount Paid To-Date	Outstanding Balance	Outstanding Balance	Comments
	a	B	c	d=a-c		
Construction of buildings						
1.						
2.						
3.						
Sub-Total						
Construction of civil works						
4.						
5.						
6.						
Sub-Total						
Supply of goods						

Supplier of Goods or Services	Original Amount	Date Contracted	Amount Paid To-Date	Outstanding Balance	Outstanding Balance	Comments
7.						
8.						
9.						
Sub-Total						
Supply of services						
10.						
11.						
12.						
Sub-Total						
Grand Total						

ANNEX IIIB

ANALYSIS OF PENDING STAFF BILLS

Name of Staff	Job Group	Original Amount	Date Payable Contracted	Amount Paid To-Date	Outstanding Balance	Outstanding Balance	Comments
		a	B	c	d=a-c		
Permanent Employees - Management							
1.							
2.							
3.							
Sub-Total							
Permanent Employees - Others							
4.							
5.							
6.							
Sub-Total							
Temporary employees							
7.							
8.							
9.							
Sub-Total							
Others (specify)							
10.							
11.							

Name of Staff	Job Group	Original Amount	Date Payable Contracted	Amount Paid To-Date	Outstanding Balance	Outstanding Balance	Comments
12.							
Sub-Total							
Grand Total							

ANNEX IIIC

ANALYSIS OF OTHER PENDING PAYABLES

Name	Brief Transaction Description	Original Amount	Date Payable Contracted	Amount Paid To-Date	Outstanding Balance 20xx	Outstanding Balance 20xx	Comments
		A	b	c	d=a-c		
Amounts due to National Govt Entities							
1.							
2.							
3.							
Sub-Total							
Amounts due to County Govt Entities							
4.							
5.							
6.							
Sub-Total							
Amounts due to Third Parties							
7.							
8.							
9.							
Sub-Total							
Others (specify)							
10.							
11.							
12.							
Sub-Total							
Grand Total							

ANNEX IV

SUMMARY OF FIXED ASSET REGISTER

Asset class	Opening Cost (KShs) 20xx/xx	*Purchases/Additions in the Year (KShs) 20xx/xx	**Disposals in the Year (KShs) 20xx/xx	Transfers in/(out) Kshs 20xx/xx	Closing Cost (KShs) 20xx
	(a)	(b)	(c)	(d)	(e)= (a)+ (b)-(c)+(-)d
Land					
Buildings and structures					
Transport equipment					
Office equipment, furniture and fittings					
ICT Equipment,					
Other Machinery and Equipment					
Heritage and cultural assets					
Biological assets					
Infrastructure assets roads, rails					
Intangible assets					
Work in Progress					
Total					

Notes

* Purchases/Additions in the year reconciled to the amount in Statement of Receipts and Payments

** The disposal amount to be disclosed in this register is the cost that the asset was acquired at and not the price at which it has been sold.

ANNEX V
CONTINGENT LIABILITIES REGISTER

	Nature of contingent liability	Payable to	Currency	Estimated Amount Kshs	Expected date of payment	Remarks
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						

APPENDICES

- i. Signed confirmations from beneficiaries in Transfers to Other Government Entities
- ii. Bank Reconciliations
- iii. Cash Count Certificate
- iv. Special Deposit Account(s) reconciliation statement(s)

ANNEX VI:
QUARTERLY/ ANNUAL NON- FINANCIAL PROJECT REPORTING TEMPLATES



Republic of Kenya

<Ministry-Name>

<Name-of-the-Project>

Project No:

1st Quarter Progress Report

FY:

Jul-Sep 20XX

2nd

Quarter

COUNTRY: KENYA

**PROJECT TITLE:
(Name-of-the-Project)**

Executing/Implementing Agency: <Name-of-the-MDA>

Progress for FY...../.....

--

1. Basic Data Project

Project Number/Loan Number:	
Financing Agencies:	
Financing Plan:	
Cost Estimate	
Date of Approval:	
Date of First Disbursement:	
Formal Establishment of PIU:	
Duration:	
Estimated Completion Date	
Date of Last disbursement	

2.0 Fulfillment of Loan Conditions

2.1 Conditions Precedent to First Disbursement

Provide a summary of all the conditions precedent including:

- a) Land acquisition
- b) Engineering designs
- c) etc

2.2 Additional Conditions.

The additional condition was:

- a) appointment of project implementation team
- b) setting up of project management office
- c) etc

2.3 Executive Summary

This report provides a high-level summary on the project that covers the following:

- a) Component/output 1
- b) Component/ output 2

- c) Project Management or coordination

3.0 Organization and Management

Project Management

Provide a highlight of the management structure and availability of key personnel and their sustainability.

Project National Steering Committee (NSC) Meetings

Provide a highlight of the key recommendations and resolutions of the National Steering Committee (NSC) Meetings.

Field Supervision Mission

Provide highlight of the key recommendations and resolutions of the National Steering Committee (NSC) Meetings

3.1 Procurement of Goods and Services.

Goods

Provide a summary of the goods to be procured and the status of the procurement process.

3.2 Consultant Services

Provide a summary of the Consulting services to be procured and the status of the procurement process.

Summarized Status of Work for the nth Quarter

Provide a summary of the status of works to be procured and the status of the procurement process.

Table 2: Cumulative Summary of Outputs from Inception to Date.

Planned Activities	Implementation Status	Remarks
COMPONENT 1		
Outcome 1		
Output 1		
Output 2		
COMPONENT II:		
Outcome 2		
Output 1		
Output 2		

4.0 Project Financial Performance

4.1 Funds Inflow (Disbursement to the Project)

Provide a summary of the status of funds inflow to the project:

	Commitments		Amount Received to date		Undrawn Balance	
	USD	KSH	USD	Ksh	USD	KSH
DPI						
GOK						
Total						

4.2 Total spending per Category

Provide a summary of the total spending by category:

Summary of Project Expenditure From (FY1 to date)				
Item	Fy1	Fy2	Fy3	Fy4
Goods				
Civil Works				
Services				
Operations				
Totals per FY year				
Sub-Total				

Summary of Project Expenditure FN-1, FN and FN+1			
Item	FN-1	FN	FN+1
Compensation of Employees			
Goods and Services			
Acquisition of non- financial assets			
Other expenses			
Totals per FY year			
Sub-Total			
Grand Total			

4.3 Audit Recommendations and Actions Taken

Table 6: Audit Issues/Recommendations (FY N).

Issues Raised	Recommendations	Actions Taken

4.4 Recommendations from other sources

Provide a summary of the recommendations from other sources including NSC, M&E Committee among others.

Issues Raised/Challenges Faced by the Project

Table 7: Issues Raised/Challenges faced by the Project.

ACTIVITY	ISSUES RAISED/CHALLENGES RAISED.	PROPOSALS ON WAY FORWARD

Program of Work for the for the Coming Quarter (Qn+1)

Provide a summary of the work to be done in the next quarter. A table

Annex 1: Implementation Progress and Results Report - (IPR)

A. Progress towards development objective (Project Objective)

<p>Project Purpose: <u>Assessment:</u> provide a status report on the progress towards the achievement of the project purpose.</p>
--

B. Outcome reporting

Outcome Indicators (as specified in the PCN)	Baseline / Appraisal Value (Base date)	Most Recent Value	End Target (at project completion or end date)	Progress towards End Target (% realized)	Assessment
Outcome 1:					

Outcome 2:					
-------------------	--	--	--	--	--

C. Output Reporting

Outcome Indicators (as specified in the PCN)	Baseline / Appraisal value	Most Recent Cumulative Value	Annual Target (expected value at end of reporting year)	End Target - at project completion (Project closure)	Progress towards End Target (% realized)	Assessment
Output 1:						
Output 2:						

D. Project Execution and Financing

Criteria	Total amount (a)	Cumulative amount to date (b)	Annual projection (expected cumulative amount at end of Financial year FN) (c)	Progress towards projection (%) realized)	Rating		Assessment With explanation for (a) ratings of 2 or 1 and (b) ratings lower than in the previous report
					This report	Previous report	
Budget Commitments from GOK (in KSH)							
Cumulative Disbursement from GOK (in KSH)							
Counterpart Funding from DP (in KSH)							
Co-Financing							

**ANNEX VII:
PROJECT COMPLETION REPORT TEMPLATE**

I BASIC DATA

A Evaluation data

Evaluation date	Date of Evaluation:		
	Date (<i>Of field visits</i>)	From:	To:

B Responsible staff

Positions	At approval	At completion
Project Manager (Add rows as appropriate)		

C Project data

Project name:				
Project code:		Contract(s):		
Project Category:		Sector:		
Commencement date:		Total Project Cost:		Completion Date:
Financing source	Disbursed amount (Ksh)	Percentage disbursed (%):	Undisbursed amount (Ksh):	Percentage undisbursed (%):
Donor:				
Gok:				
Other				
TOTAL				

D Management review and comments

Evaluation reviewed by	Name	Date reviewed	Comments
Accounting Officer			
Director			

Project Manager			
-----------------	--	--	--

II Project performance assessment

A

Relevance

1. Relevance of project development objective

Rating	Narrative assessment (<i>max 250 words</i>)

2. Relevance of project design

Rating	Narrative assessment (<i>max 250 words</i>)

3. Lessons learned related to relevance

Key issues <i>(max 5, add rows as needed)</i>	Lessons learned	Target audience

B Effectiveness

1. Progress towards the project's development objective (project purpose)

Comments
<i>Provide a brief description of the Project (components) and the context in which it was designed and implemented. State the project development objective (usually the project purpose as set out in the PCN) and assess progress. Unanticipated outcomes should also be accounted for, as well as specific reference of gender equality, PW Ds and other vulnerable groups in the project. The consistency of the assumptions that link the different levels of the results chain in the PCN should also be considered. Indicative max length: 400 words.</i>

2. Outcome evaluation

Outcome indicators <i>(as per PCN; add more rows as needed)</i>	Baseline value <i>(Year)</i> <i>(A)</i>	Most recent value <i>(B)</i>	End target <i>(C)</i> <i>(expected value at project)</i>	Progress towards target <i>(% realized)</i> <i>[(B-</i>	Narrative assessment <i>(indicative max length: 50 words per outcome)</i>	Core Sector Indicator <i>(Yes/No)</i>

			completion)	A)/(C-A)]		
Outcome 1:						
Outcome 2:						
Rating	Narrative assessment					

3. Output evaluation

Output indicators (as specified in the PCN; add more rows as needed)	Most recent value (A)	End target (B) (expected value at project completion)	Progress towards target (% realized) (A/B)	Narrative assessment (indicative max length: 50 words per output)	Core Sector Indicator (Yes/No)
Output 1:					
Output 2:					
Rating	Narrative assessment				

4. Development Objective (DO) rating

DO rating	Narrative assessment (indicative max length: 250 words)

5. Beneficiaries (add rows as needed)

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% of women	Category (eg. project managers , students)

6. Gender equality, persons with disability and other vulnerable groups

Assessment on the performance of gender equality, persons with disability and other vulnerable in the operation (indicative max length: 250 words)
--

--

7. Unanticipated or additional outcomes (add rows as needed)

Description	Type (e.g. gender, climate change, social, other)	Positive or negative	Impact on project (High, Medium, Low)

8. Lessons learned related to effectiveness (add rows as needed)

Key issues (max 5, add rows as needed)	Lessons learned	Target audience

C Efficiency

1. Timeliness

Planned project duration – years (A) (as per PCN)	Actual implementation time – years (B) (from commencement.)	Ratio of planned and actual implementation time (A/B)	Rating
Narrative assessment (indicative max length: 250 words)			

2. Resource use efficiency

Median % physical implementation of PCN outputs (A)	Commitment rate (%) (B)	Ratio of the median percentage physical implementation and commitment rate (A/B)	Rating
Narrative assessment (indicative max length: 250 words)			

3. Cost benefit analysis

Economic Rate of Return (at appraisal) (A)	Updated Economic Rate of Return (at completion) (B)	Ratio of the Economic Rate of Return at completion and at appraisal (B/A)	Rating
Narrative assessment (indicative max length: 250 words)			

4. Implementation Progress (IP)

IP Rating	Narrative comments (commenting specifically on those IP items that were rated Unsatisfactory or Highly Unsatisfactory, as per last IPR). (indicative max length: 500 words)

5. Lessons learned related to efficiency

Key issues (max 5, add rows as needed)	Lessons learned	Target audience

D Sustainability

1. Financial sustainability

Rating	Narrative assessment (indicative max length: 250 words)

2. Institutional sustainability and strengthening of capacities

Rating	Narrative assessment (indicative max length: 250 words)

3. Ownership and sustainability of partnerships

Rating	Narrative assessment (indicative max length: 250 words)

4. Environmental and social sustainability

Rating	Narrative assessment (indicative max length: 250 words)

--	--

5. Lessons learned related to sustainability

Key Issues (Max 5, Add Rows As Needed)	Lessons Learned	Target Audience

E Impact

6. Progress towards achievement of project impact

Rating	Narrative assessment (indicative max length: 250 words)

7. Lessons learned related to impact

Key issues (max 5, add rows as needed)	Lessons learned	Target audience

III Performance of stakeholders

1. Donor/Sponsor performance

Rating	Narrative assessment by the Donor/Sponsor performance to be inserted by the implementing agency, as well as any other aspects of the project (both quantitative and qualitative). (indicative max length: 250 words)	
	Comments to be inserted by the Donor/Sponsor on its own performance (both quantitative and qualitative). (indicative max length: 250 words)	
Key issues (related to donor/sponsor performance, max 5, add rows as needed)		Lessons learned
		1.

2. Implementing Agency performance

Rating	Narrative assessment on the Implementing Agency performance to be inserted by the Donor/Sponsor (both quantitative and qualitative, depending on available information). (indicative max length: 250 words)

	Comments to be inserted by the Borrower on its own performance (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)	
Key issues (related to implementing agency performance, max 5, add rows as needed)	Lessons learned	

3. Performance of other stakeholders

Rating	Narrative assessment on the performance of other stakeholders, including co-financier, contractors and service providers. See guidance note on issues to cover. (indicative max length: 250 words)	
Key issues (related to performance of other stakeholders, max 5, add rows as needed)	Lessons learned (max 5)	Target audience (for lessons learned)

IV Summary of key lessons learned and recommendations

1. Key lessons learned

Key issues (max 5, add rows as needed)	Key lessons learned	Target audience

2. Key recommendations (with particular emphasis on ensuring sustainability of project benefits)

Key issue (max 10, add rows as needed)	Key recommendation	Responsible	Dead line

V Overall Evaluation rating

Dimensions and criteria	Rating
DIMENSION A: RELEVANCE	

Relevance of project development objective	
Relevance of project design	
DIMENSION B: EFFECTIVENESS	
Development Objective	
DIMENSION C: EFFICIENCY	
Timeliness	
Resource use efficiency	
Cost-benefit analysis	
Implementation Progress	
DIMENSION D: SUSTAINABILITY	
Financial sustainability	
Institutional sustainability and strengthening of capacities	
Ownership and sustainability of partnerships	
Environmental and social sustainability	
DIMENSION E: IMPACT	
Progress towards achievement of project impact	
AVERAGE OF THE DIMENSION RATINGS	
OVERALL EVALUATION RATING	(1,2,3,4)

VI Acronyms and abbreviations

Acronym (add rows as needed)	Full name

* For all ratings in the PCR use the following scale: 4 (Highly satisfactory), 3 (Satisfactory), 2 (Unsatisfactory), 1 (Highly unsatisfactory)

(Source: AfDB)

ANNEX VIII:

PROJECT CLOSURE REPORT TEMPLATE

1. Project Completion

Before you undertake project closure, this section identifies the criteria required to ensure that the project is complete and lists any outstanding items.

1.1 Completion Criteria

Determine whether all the project completion criteria have been satisfied by completing the following table:

Completion Category	Completion Criteria	Satisfied?

1.2 Outstanding Items/Open Issues/Pending Deliverables

List any outstanding activities, risks, or issues. Identify the actions needed to resolve them and specify the person responsible for completing each action.

Outstanding Item	Action Required	Completion Date

2. Actions Required

List the actions required to hand over the outputs or deliverables and documentation to the end user, terminate the supplier contracts, release the project resources, and communicate project closure to project or programme stakeholders.

2.1 Deliverables

List the actions required to hand over the project deliverables to the customer in the following table.

Project Deliverable	Action Required	Completion Date

2.2 Documentation

List the actions required to hand over all the project documentation to the customer in the following table.

Project Document	Action Required	Completion Date

2.3 Suppliers

List the actions required to terminate all project supplier contracts in the following table.

Supplier Contract	Action Required	Completion Date

2.4 Resources

List the actions required to release all project resources in the following table.

Project Resource	Action Required	Completion Date

2.5 Communications

List the actions required to communicate project closure to relevant stakeholders in the following table.

Audience	Message	Method	Date

3. Approval

Name: _____

Role: Accounting Officer

Signature: _____

Date: ___ / ___ / ___

Repeat for all the key stakeholders such as Director, Project Manager and the others who have to sign off before the project closure.

(Source: (MPMM Professional))