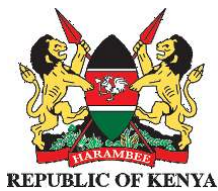


KENYA DEVOLUTION SUPPORT PROGRAM EOP EVALUATION



JANUARY 2022



REPUBLIC OF KENYA

MINISTRY OF DEVOLUTION



Kenya Devolution
SUPPORT PROGRAM



UNES

University of Nairobi

This “End of Program Evaluation for the "Kenya Devolution Support Program" implemented in Kenya” report was prepared by University of Nairobi Enterprise Services (UNES) for the Ministry of Devolution.

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FOREWORD

(By CS/PS Devolution)

ACKNOWLEDGEMENTS

UNES wishes to acknowledge the wonderful support of the Cabinet Secretary, Permanent Secretary and officers of the MOD and KDSP Secretariat, County Governors, County Secretaries, County, KRA and MDA focal persons, which made this EOP evaluation possible.

We take full ownership of any errors and omissions in this document.

EXECUTIVE SUMMARY

Background: The Constitution of Kenya 2010 created a two-tier government model composed of national and county governments aimed at bringing services closer to citizens. Capacity deficiency in the two levels of government was realized to be a major factor negatively impacting on delivery of quality services. A national capacity building framework (NCBF) was developed by the government to coordinate capacity building and to create consistency in service delivery by the 47 county governments. KDSP which is more focused and performance oriented was adopted and aligned to the NCBF. KDSP was envisaged to accelerate and create robustness in capacity building and delivery of services through its performance for results (P-for- R) approach. KDSP basic structures are the key result areas (KRAs) through which capacity building strategies are anchored. Program funds are channeled to KRAs through Disbursement Linked Indicators (DLIs) after successful performance based on clearly defined performance indicators for each KRA. Annual capacity performance assessment (ACPA) is a monitoring and evaluation mechanism to ensure continuous progress in capacity building. KDSP has been operational for the last five years; September 2016 - September 2021. Each county has to meet minimum access conditions and receives additional performance-based grant for capital investment projects if it also meets minimum performance conditions. The national Government through the Ministry of Devolution and other agencies provide technical support and advice to county governments related to each of the KRAs.

Task: University of Nairobi Enterprise Services (UNES) was contracted by MOD to undertake End of Program evaluation (EOP) aimed at giving an unbiased opinion on the performance of KDSP. In undertaking the evaluation, UNES employed a scientific approach with a combination of quantitative and qualitative research methods, namely document analysis, surveys, key informant interviews (KIIs) and focus group discussions (FGDs). Survey data was collected from all 47 counties, in-depth interviews and observations were undertaken in 25 counties and MDAs. Document reviews provided context and secondary data. Data was analyzed against the evaluation criteria of relevance, effectiveness, efficiency and value for money, impact and sustainability, and program design, management and implementation.

Findings and Conclusions: The main overall finding is that KDSP has achieved its objectives to a very large extent and can serve as an excellent model for other similar programs. The program was found to have high relevance in its objective of enhancing capacity at county and national level. Effectiveness was above average for KDSP due to its well-articulated objectives and the p-for-r approach that incentivized performance. However, effectiveness was negatively influenced by financial, structural and design factors in certain areas. Efficiency and value for money was mixed largely due to implementation challenges and need to strengthen governance, systems and processes still at early maturity stages. Audit opinions from OAG as indicators of efficiency and value for money showed a decrease in adverse opinions and disclaimers, but an increase in qualified opinions over the program period. KDSP impact was high except for KRA 4 and 5 that were identified as needing significant redesign. Level 2 projects had high impact as they were closer to the life and wellbeing of citizens through health, water, agriculture and sanitation projects. KDSP gains' sustainability is not guaranteed for now as phase one covered basic capabilities and relies on a development partner support finance model. However, visible initiatives towards mainstreaming KDSP gains into county planning, operations and budgetary systems are pointers to the possibility of its eventual sustainability.

Recommendations: KDSP is recommended to continue for another five years to consolidate and deepen gains made so far and it was highly rated in all counties and by beneficiaries. The new phase needs to apply experience and knowledge gained from phase one to restructure KDSP in the key areas of: strengthened KDSP secretariat; involve counties more effectively in the new program design, choice of KRAs, capacity building strategies and training partners; revise and redefine KRAs and supporting MDAs; streamline funds disbursement at national and county level; have a "devolution desk" for county and national level government for coordination and sustainability; adopt and implement common national standards for project and programme management; use audit opinions more effectively; national government co-funding of KDSP especially for administrative expenses; implement asset tagging system to better distinguish KDSP, county, and national government funds during evaluation; strengthen peer learning and knowledge sharing hub.

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LIST OF ACRONYMS AND ABBREVIATIONS

ACPA	Annual Capacity and Performance Assessment
ADP	Annual Development Plan
AG	Auditor General
APA	Annual Performance Assessment
APR	Annual Program Report
AMS	Audit Management Systems
CARA	County Allocation Revenue Act
CB	Capacity Building
CE&PP	Civic Education and Public Participation
CIDP	County Integrated Development Plan
CFPS	County Focal Persons
CIR	County Implementation Report
CIMES	County Integrated Monitoring and Evaluation System
CoB	Controller of Budget
CoG	Council of Governors
CPAM	County Performance Assessment Manual
CPS	Country Partnership Strategy
CRA	Commission on Revenue Allocation
CRF	County Revenue Fund
DLI	Disbursement-Linked-Indicator
DoRA	Division of Revenue Act
DSWG	Devolution Sector Working Group
EoP	End of Program
FBO	Faith- Based Organizations
FM	Financial Management
GRS	Grievance Redress Service
GoK	Government of Kenya
HR	Human Resource
HR&PM	Human Resource and Performance Management
IAD	Internal Audit Department
IESS	Investments, Environment and Social Safeguards
IFMIS	Integrated Financial Management Information System
JSC	Joint Steering Committee
KDSP	Kenya Devolution Support Program
KRA	Key Results Area
KIIs	Key Informant interviews
KSG	Kenya School of Government
M&E	Monitoring and Evaluation
MoDP	Ministry of Devolution and Planning
MoPSYGA	Ministry of Public Service, Youth and Gender Affairs
MDAs	Ministries, Departments and Agencies
MPC	Minimum Performance Condition
MTEF	Medium-Term Expenditure Framework
MTI	Medium-Term Intervention
NEMA	National Environmental Management Authority

NCBF	National Capacity Building Framework
NGOs	Non- Governmental Organizations
OAG	Office of the Auditor General
PBB	Program-Based Budget
PDO	Program Development Objective
PforR	Program-for-Results
PFM	Public Financial Management
PFMR	Public Financial Management Reform
PFMRS	Public Financial Management Reform Secretariat
PFMA	Public Financial Management Act
PG	Performance Grant

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1.0 INTRODUCTION AND BACKGROUND

The county governments as new institutions, have within nine years of existence brought in significant progress in delivering devolved services mainly consisting of health, agriculture, urban services, county roads, county planning and development, management of village polytechnics, and county public works and services. This was ushered in by the Constitution of Kenya 2010 which created a new governance structure, through rebalancing accountabilities, increasing the responsiveness, inclusiveness, and efficiency of government service delivery. It provided for multiple reforms, including a strengthened legislature, judiciary, decentralization, new oversight bodies, and increased transparency and accountability to citizens. The formal launching of devolution in the country started with the establishment of 47 county governments after the March 2013 elections.

It was against this backdrop that the Government developed the National Capacity Building Framework (NCBF) in 2013 to mitigate the major capacity challenges posed by devolution. The overall objective of the NCBF is “to ensure the devolution process is smooth and seamless to safeguard the delivery of quality services to the citizenry”.

Following a review of implementation, the Government developed the NCBF Medium-Term Interventions (NCBF-MTI), a results-focused implementation program and expenditure framework for the NCBF covering the period FY14/15 – FY17/18. The MTI provides a set of results and outputs against which capacity-building activities at both levels of government can be measured. It financed results around the strengthened capacity of both national and county institutions in five key results areas. The MTI defines priority objectives, outputs, and budgets for building devolution capacity across the five (5) key result areas (KRA) which informed the design of the Kenya Devolution Support Program (KDSP) originally as follows:

- a) KRA 1: Public Financial Management
- b) KRA 2: Planning, Monitoring and Evaluation
- c) KRA 3: Human Resource and Performance Management
- d) KRA 4: Devolution and Inter-Governmental Relations
- e) KRA 5: Civic Education and Public Participation

Later KRA 4 and KRA 5 merged to become KRA 4, while Investments and Environmental and Social Safeguards became KRA 5.

KDSP has been a cornerstone and arguably a pioneer program for all Government and donor-supported programs working in the devolution space in Kenya. It worked with the government of Kenya at both county and national level to address key capacity gaps to make devolution responsive to counties' needs through strengthened institutions and improved service delivery. It implemented the National Capacity Building Framework (NCBF) which ensures the devolution process is smooth and seamless to safeguard the delivery of quality services to the citizenry. It was a Government of Kenya and World Bank funded Program-for-Results (PforR) which enhanced the capacity of counties to manage resources and improve service delivery. It focused on enhancing existing country systems and financing for capacity building, and reinforced the government's own program and system strengthening initiatives, including through providing results-based financing (RBF) directly to counties. The KDSP program Development Objective (PDO) and indicators are indicated in Table 1.

Table 1: KDSP Program Development Objective and indicators

Program Development Objective (PDO)	PDO indicator
To strengthen capacity of core national institutions to improve delivery of devolved services at the county level"	PDO Indicator 1: measures how Counties have strengthened institutional performance as demonstrated in the annual capacity and performance assessment - (DLI 8)",
	PDO Indicator 2 : (MPC) measures the number of counties which comply with the minimum performance conditions (DLI 8)".

1.1 Institutional and Implementation Arrangements

The Program was implemented using the existing intergovernmental architecture as enshrined in the Kenya Constitution 2010 and implementing legislation.

The majority of Program funds were ultimately executed at the county level. Program Grant funds were disbursed to the County Revenue Fund (CRF) and later transferred to the Special Purpose Account.

The counties were responsible for planning, budgeting, implementing and reporting on Program-funded activities, consistent with their mandate under the County Government Act and the Public Finance Management Act. The county secretary was the focal person, responsible for implementing and reporting on Program activities and the contact point for e.g., the annual capacity and performance assessment and other interventions. County governments were also responsible for implementing activities to improve capacity in the NCBF key results areas, as measured by the ACPA.

Several national government entities supported program implementation. MoDP was responsible for overall Program Management, while the National Treasury (NT) was responsible for Program financial management. Both the National Treasury and MoDP, as well as MoPSYGA-DPSM and KSG, provided capacity building support to counties in the Program KRAs. The Office of the Auditor General was responsible for all Program audits. The Controller of Budget (CoB) and the National Environmental Management Authority (NEMA) also support Program implementation. The DSWG, which has overall responsibility for the NCBF, shared information on the government program that will influence KDSP.

In order to support the functions under the KDSP, a small dedicated Secretariat/Unit was established within MoDP to prop up the operations of the new grant scheme, provide related capacity building support, and coordinate the annual capacity and performance assessment. The KDSP Secretariat was placed within the Directorate of the MoDP responsible for capacity building and reports, through the relevant Director, to the Principal Secretary (PS) Devolution in the Ministry of Devolution and Planning, and provides reports and secretariat functions to the KDSP Joint Steering Committee and Technical Committee.

Participating ministries and agencies were responsible for appointing focal persons and teams to coordinate capacity building plans and activities across

departments, ensuring that adequate budget and staffing are mobilized, liaising with and supporting the KDSP Secretariat, and integrating their KDSP support within ministerial/departmental work plans, budgets, staff responsibilities, and performance contracts.

1.2 Program Key Results & Disbursement Linked Indicators (DLIs)

The goal of the KDSP PforR was to contribute to the enhancement of the capacity of counties to manage resources and improve service delivery.

The Program Development Objective (PDO) was to strengthen the capacity of core national and county institutions to improve delivery of devolved services at the county level. The Program's results framework has two PDO level indicators, supported by intermediate results that are categorized as national and county government results. KDSP targets a more coherent, well resourced, and coordinated devolution capacity support across agencies at national and county levels, as well as by other actors. The scope of the program covers all counties in Kenya.

The Program's Disbursement-Linked Indicators (DLIs) are structured to reflect achievement of these PDO-level and intermediate results. All the DLIs focus on strengthening institutional performance. The first set of DLIs aims to strengthen the monitoring and assessment of county performance, and the provision and coordination of capacity building by national government level agencies. These DLIs directly support national government and intergovernmental results. They contribute to the PDO level indicators by improving the effectiveness of support to county capacity through better monitoring of capacity improvements and strengthened capacity building activities.

The second set of DLIs aim to strengthen county institutions in actually enhancing their capacity and systems in the same key results areas, and performing functions critical to infrastructure provision and service delivery and good governance. The DLIs contribute towards Program results primarily by strengthening the incentive structure around county performance as summarized in Table 2 below;

Table 2: Summary of Disbursement-Linked Indicators (DLIs)

	Disbursement-Linked Indicator (DLI) summary	Amount (US\$ Million)
National Government	1: Office of the Auditor General conducts county audits in accordance with the Law.	5
	2: Timely implementation of the Annual Capacity and Performance Assessment (ACPA) (US\$1.9 million being financed through a Project Preparation Advance (PPA))	10
	3: Ministry of Devolution and Planning delivers capacity building support - KRAs 2, 4 and 5	7.5
	4: Ministry of Public Service, Youth & Gender Affairs-Directorate of Public Service Management-KRA 3	2.5
	5: National Treasury delivers capacity building support -KRA 1	10
	6: Kenya School of Government delivers capacity building in support of all 5 KRAs (County Government Results)	5
County Government	7: Counties meet Minimum Access Conditions	33
	8: Counties meet Minimum Performance Conditions	127
	Total	200

The PDO's and anticipated Intermediate Results are summarized in the Results Framework.

1.3 Key Capacity Building and Systems Strengthening Activities

The Program supported capacity building and systems strengthening both at national and county levels. At the national level, the Program supported: (a) capacity of the Office of the Auditor General to conduct county audits; (b)

functioning of the KDSP Secretariat/MoDP to manage and coordinate the administrative aspects of the process including the ACPA; (c) enhancing the planning, delivery, financing of devolution-focused capacity building activities provided by MoDP, MoPSYGA DPSM, National Treasury and KSG, and better coordinating and monitoring the effectiveness of these interventions. At the county level, the ACPA occupies a central position in capacity building. The ACPA has multiple Program activities, including the allocation of the capacity and performance grants, the prioritization of county-executed capacity building activities, and Program-supported national executed capacity building.

2.0 OBJECTIVES, SCOPE AND METHODOLOGY

2.1 Objectives of the KDSP EOP Evaluation

The overall purpose of the final evaluation was to assess progress towards achievement of the objectives of KDSP, both at national and county level using the Standard Evaluation Principles of **relevance**, **effectiveness**, **efficiency**, **sustainability** and **impact**, since its inception in September 2016.

Below is an elaboration of the evaluation principles that supported the evaluators in the assessment, and formed the basis for the Evaluation Matrix (Annex 2):

- 1) **Relevance:** To assess the extent to which KDSP has been conceptualized, planned and designed to respond to key narrative frameworks such NCBF and Kenya Vision 2030.
- 2) **Effectiveness:** To assess progress in achieving planned KDSP PDO's, outcomes and outputs, any intended and unintended effects on devolution including the use of innovative approaches.
 - (i) To assess whether the KDSP reached the targeted beneficiaries at the Program goal and outcome levels, and the extent to which the Program generated positive changes in the lives of both intended and unintended population in relation to issues of devolution addressed by this program. What are the key changes in the lives of those officers and also changes in the institutions that were targeted?
 - (ii) To assess the replicability of the KDSP at a national scale, the ownership of the Program by the Government, and the contribution of the Program in building the capacity of the National and County Government to drive the devolved governance agenda.

- (iii) To assess the contribution of KDSP in strengthening the capacity of partners in complementing government efforts and collaboration.
- 3) **Efficiency:** To measure how the KDSP's economic resources/inputs were converted to results; considering inputs and outputs i.e., assessing value for money and management of the budget.
 - (i) To measure whether the KDSP's strategies and interventions deliver value for money.
 - (ii) To document examples of cases in KDSP where value for money successes and/or failures are evident.
- 4) **Impact and Sustainability:** To assess KDSP impact and the sustainability of results, as well as document the strategies that have been put in place to ensure the sustainability of results. Impact implies specific significant changes and improvements that can be directly attributed to KDSP.

The evaluation assessed the possibility of continuation of benefits accrued to date from the KDSP intervention, and recommended additional strategies for sustainability based on lessons learned from other programmes and evaluations. The evaluation also considered the following dimensions of sustainability:

- (i) Assessing the sustainability of the results from the KDSP implementing partners given the level of ownership generated, effective partnerships established, and capacity strengthened through processes.
- (ii) County-level sustainability – assessing ownership, participation and inclusion of national duty-bearers and rights-holders.
- (iii) Scaling up for sustainability – assessing and ascertaining the possibility of scaling up the interventions in Kenya.
- (iv) Sustainability challenges and mitigation strategies – identifying possible challenges that might affect the sustainability of the KDSP and suggest solutions to overcome them.

Additionally, UNES Consultants evaluated KDSP **program design, management and implementation**. This entailed:

1. Analysis of major programmatic challenges and making recommendations on how they can be addressed, and if needed be proposing program design changes.

2. Analysis of program reorientation towards greater integration of KDSP into the county capacity building processes to enhance project results.
3. Making recommendations on financial management of KDSP funds at the county and national government's level.
4. Examining what could be done to mainstream and improve compliance with environmental and social safeguards standards at county level.
5. Making recommendations on how the integration of the Policy on Devolved System of Government of 2017 strengthened the program.
6. Identifying gaps and providing recommendations to support future programs geared towards capacity building Kenya's devolved structures.

The EOP evaluation was able to:

- (i) Identify and document key contributions and added value, both short term and long term, intended and unintended, positive and negative, effects of KDSP
- (ii) Document the benefits of the KDSP to society, policy makers and national and county officers.
- (iii) Document the stories of Most Significant Changes (MSCs), if any, brought about by KDSP to date.
- (iv) Make conclusions, document lessons learnt and make recommendations based on the evaluation criteria.

During the evaluation, the confidentiality of respondents was observed. The survey also abided by the General Data Protection (GDPR) and Data Protection Act, 2019.

2.2 Scope of the KDSP EOP Evaluation

2.2.1 Timeframe for the evaluation

The Evaluation provides an assessment of the KDSP Programme from the inception in September 2016 to the end in September 2021.

2.2.2 Programmatic focus

The Programme was evaluated in relation to its progress towards achieving expected results, measured against the results framework and compared to the original baseline. The evaluation identifies and documents any short-term,

intermediate and long-term results achieved by the KDSP. It also assesses progress towards achieving the KDSP outcomes at the end of the programme implementation period.

2.2.3 Geographical coverage

This evaluation assessed the KDSP performance at a national and county level. At county level all forty-seven counties were included in the assessment in one form or another as detailed in the Data Collection Section. The evaluation drew participants from stakeholders involved in the KDSP including direct beneficiaries such as county officers, the public, as well as government Ministries, Departments and Agencies (MDAs).

2.2.4 Theory of Change

The basic theory of change (Figure 1) underlying KDSP is that building robust and resilient systems, and capacity at county level, including systems that foster inclusion, equity, and efficiency will lead to better services to citizens, increased social cohesion, and improved quality of life. It is based on the KDSP Results Framework, interviews with, and inputs from the KDSP and MOD staff and management.

The Theory of Change (ToC) is the main hypothesis that this evaluation assessed against the main questions in the evaluation matrix.

Figure 1 provides a systematic and visual way of analyzing, presenting and sharing understanding of the relationships among changes or results to be achieved, and set of actions that will get the results.

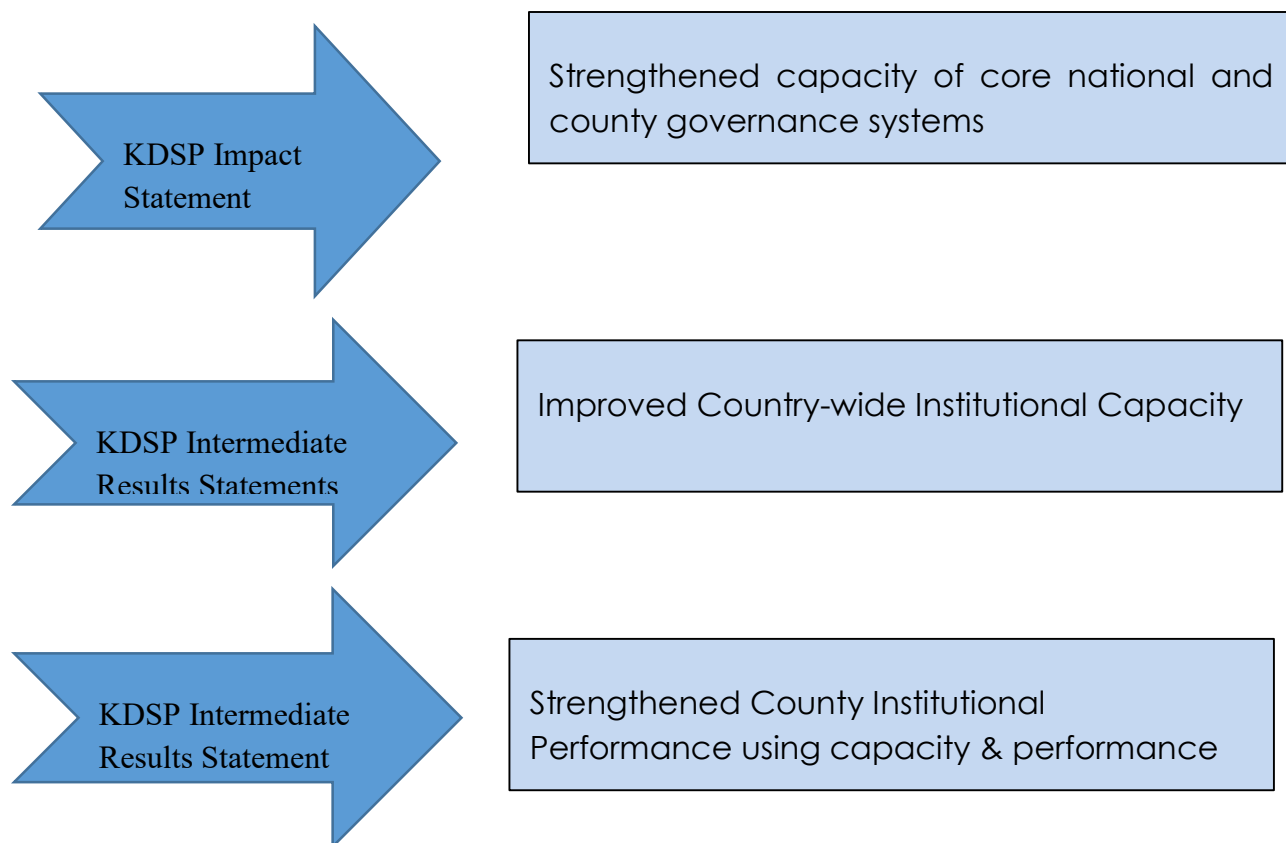


Figure 1: KDSP Theory of Change

2.3 Approach and Methodology

2.3.1 Approach to End of Program Evaluation

The conceptual framework underpinning the technical and methodological approach

UNES's evaluation support services follow conceptual thinking in the Terms of Reference. Figure 2 shows a simplified diagrammatic presentation of the evaluation technical approach:

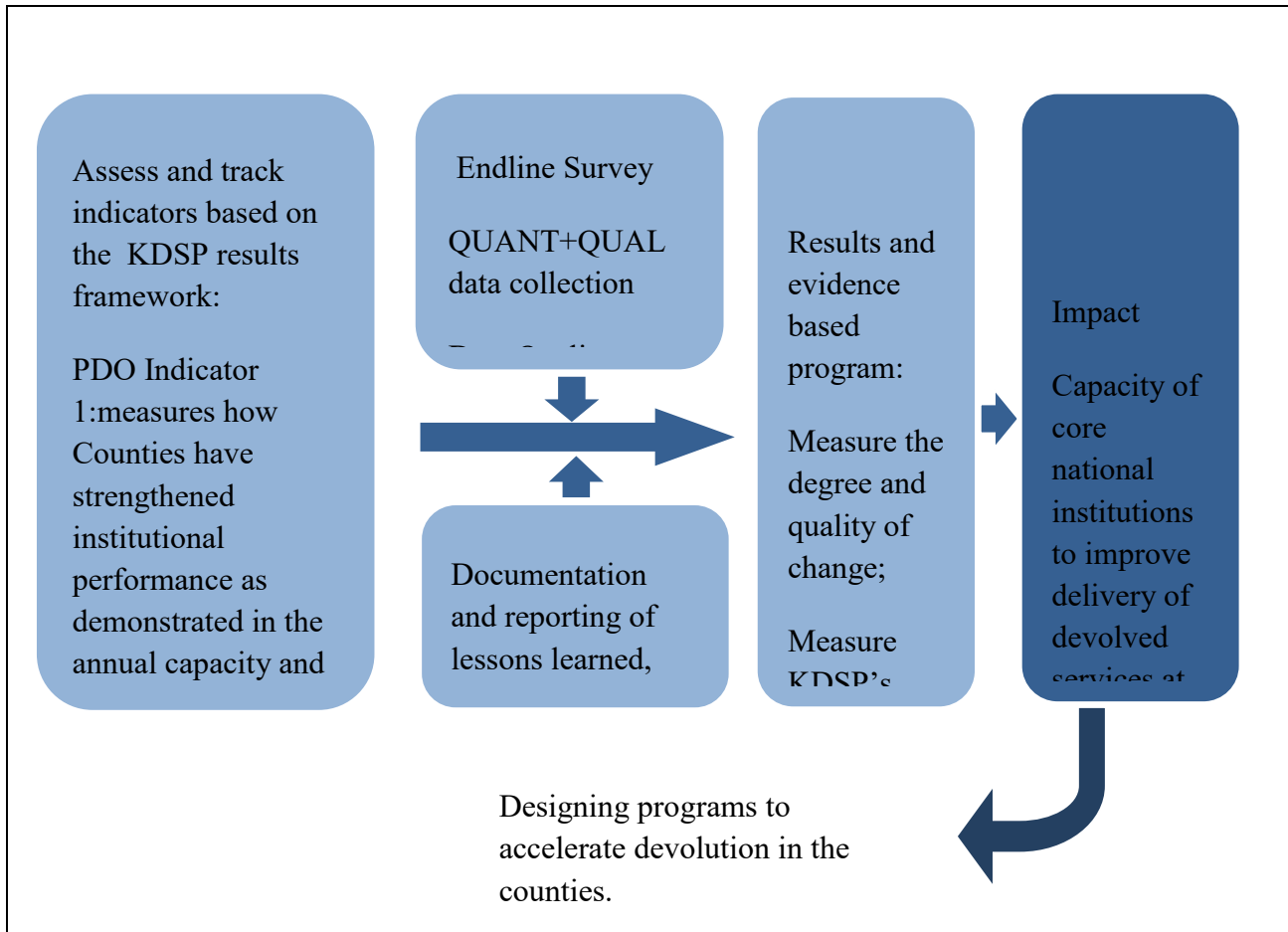


Figure 2: Conceptual framework for the evaluation technical approach

The World Bank evaluation criteria was used to assess the KDSP. Key questions were further expounded in the Evaluation Matrix (Annex 2) and data collection instruments (Annex 3) were developed around the six (6) thematic evaluation criteria.

Care was taken to ensure a transparent and participatory process, enabling more equitable gender-balanced contributions by all stakeholders. To enable all stakeholders to contribute freely, evaluators sought to address transparency, privacy and confidentiality issues, including sensitivity to language use.

2.3.2 Methodology

The overall design of the evaluation was founded on a realist-pragmatic world-view and used a combination of quantitative and qualitative research methods, namely document analysis, surveys, key informant interviews (KIIs) and focus

group discussions (FGDs). The approach resulted in a rich data set and comprehensive assessment of the program.

2.3.2.1 Sampling and Data Collection

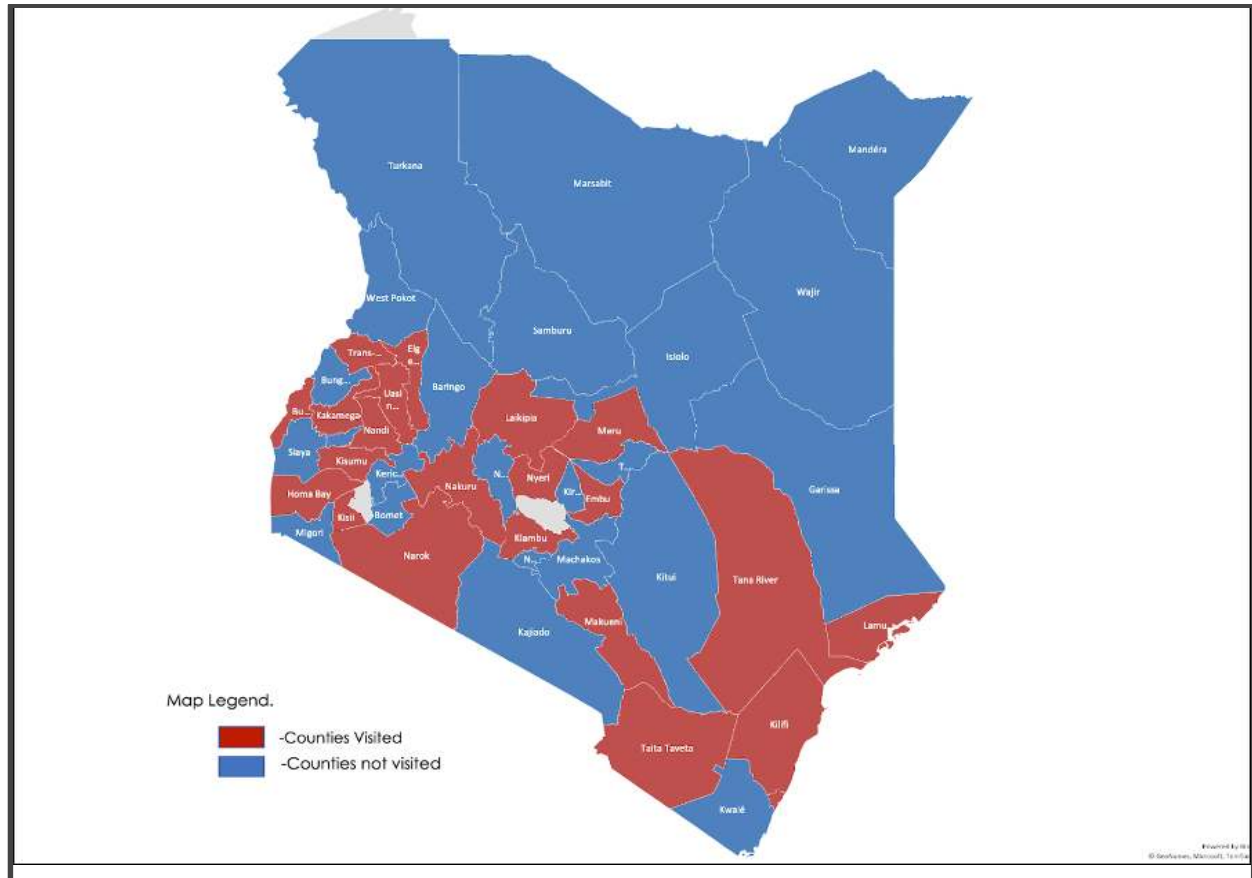


Figure 3: Map showing select counties that were visited

All forty-seven (47) counties and ten (10) MDAs formed the population of the study. A census of all 47 counties was used to collect quantitative data while quota, judgmental and snowball sampling were employed to collect qualitative data.

Quota sampling was used to select 25 counties that were visited, and from which data were collected through face-to-face interviews and observations. The method ensured the sample was diverse to capture as much information as possible. The criteria used is as shown in the table below.

Table 3: Quota sampling for Counties

No.	Criteria	County
1	Funding level 1 Only, No level 2	Taita-Taveta, Homa-Bay, Embu, Tana River
2	Funding level 1 and 1 round level 2	Machakos, Kisumu
3	Funding level 1 and 2 or 3* rounds level 2	Elgeyo-Marakwet, Kilifi, Meru, Nakuru, Nyeri, Mombasa, Uasin-Gishu, Trans-Nzoia, Narok, Kisii, Laikipia, Makueni, Mandera, Kiambu, Kakamega
4	Outliers – very high level 2 funding	Busia, Nyandarua
5	Unique cases – poorly performing	Nairobi, Lamu
6	Regional representation (based on previous provinces)	(Was checked to ensure all were covered)

*Because round 3 funding had just been disbursed, we did not expect to find its evidence on the ground)

Using this criterion, the counties above were selected for detailed interviews for the CS and CFP, and visits to Level 2 projects where present.

Quantitative data were collected from County Focal Persons (CFPs) and Key Result Area Focal Persons (KRA-FPs) in all 47 counties using survey questionnaires developed from the Evaluation Matrix. The survey questionnaires for the CFPs and KRA-FPs followed the evaluation criteria with additional open-ended questions. CFPs questionnaire also covered in detail capacity building modalities and factors relating to program design, management and implementation. This was administered through a simple-to-use online mobile data collection application *Epicollect5*, to all 47 counties for CFPs and all 5 KRA-FPs in each county.

Qualitative data was collected using interview guides (Annex 3) from key informants. The key informants were representatives of the three tiers of KDSP governance (JSC, TC and Secretariat), supporting ministries, departments and agencies (MDAs), and recipients of various interventions of the Program, mainly the KDSP County focal persons, County Secretaries and county investment program beneficiaries. In some counties, the CFP and KRA-FPs chose to be interviewed as a group while other beneficiary interviews were FGDs. The information covered both individual and institutional responses to the evaluation

questions. The mobile online survey tool allowed for recording of answers to the open-ended questions that were transcribed and formed part of the qualitative dataset.

Stories and additional quantitative data were drawn from secondary data sources such as World Bank, National Government, KDSP and county government reports. Data related to outcomes were derived from ACPA , MDA, county quarterly and annual reports. Snowballing technique was used to identify other people who could either be key informants or contribute to the most significant stories of change. For example, Makueni was not in the original list but was added when many counties mentioned it as a favorite for knowledge exchange. Observation techniques were employed for assessing the county investment programs.

All data collection tools were pilot tested and checked for face validity by experienced programme personnel from two counties. Their comments and those given at the inception report presentation were incorporated into the final tool, enabling the tool to meet the acceptable threshold for reliability and validity.

2.3.2.2 Response Rate

We received valid responses on the online survey questionnaire from 33 out of 47 counties with different numbers for individual KRAs. The responses were as follows:

Table 4: Survey response rate

Respondent	No. of Counties	Frequency
County FP	33	70.2%
KRA 1 FP	22	46.8%
KRA 2 FP	26	55.3%
KRA 3 FP	25	53.2%
KRA 4 FP	25	53.2%
KRA 5 FP	24	51.1%

The response rate varied from 46.9 to 70.2 percent which was considered adequate for the type of data and analyses to be undertaken. Telephone follow-up and reminders were used to enhance the response rate.

Qualitative interviews responses were as follows:

Table 5: Key informants

Organization	Key Informant	Number
Counties	CS (or nominee)	25
Counties	CFP & KRAs 1,2,3,4 &5	25
MOD	Project Officer	1
Treasury		
SDP	Chief Economist	1
World Bank		
COG		
MoPSYGA	Director, Human Resource	1
KSG	Head, Center for Devolution Studies	1
NEMA	Program Coordinator	1
CAJ	Strategic Planning Officer	1
OAG		

2.3.2.2 Data Analysis

Quantitative primary data were analyzed using both descriptive and inferential statistics. Descriptive statistics were employed to assess KDSP based on the evaluation criteria for the program and for each KRA, and presented in tables and charts. Quantitative secondary data were analyzed using descriptive and inferential statistics - correlation and simple linear regression were used to make inferences on various aspects of program performance. Qualitative data from all sources – interviews, documents, and stories of MSCs, were analyzed interpretively using thematic content analysis with the six (6) evaluation criteria as primary themes.

To ensure full coverage, a data analysis and interpretation workshop was held where all data collection teams went through preliminary data analysis, and in the process emergent themes were identified from the data and captured. The data were then triangulated to give a robust analytical outcome of the KDSP evaluation.

3.0 FINDINGS ON KDSP

3.1. Overall KDSP Performance

KDSP overall performance was evaluated to be high as per the evaluation criteria of relevance, effectiveness, efficiency and value for money, impact and sustainability. UNES additional criteria of management and implementation were evaluated at relatively lower performance.

Capacity building outcomes for level one funding evaluation using ACPA indicate a drastic improvement from 33% to 89% over for year cycles starting FY 2015/2016 - FY 2019/2020

Linking funds disbursed to anticipated outcomes indicate a significant correlation of 32%. KDSP disbursed funds utilisation was evaluated to explain 13% of the deviation from the average performance for the sampled counties.

KRA's relative performance to the overall program a significant correlation in all the evaluation criteria with the difference being explained by county contextual situations

KDSP's chief aim was to strengthen national and county governments capacity to enhance service delivery in line with the constitution of Kenya 2010, and the National Capacity Building Framework (NCBF). The program was integrated with GoK's revenue management through project's conditional grants included in the Division of Revenue Act (DORA) and County Allocation and Revenue Act (CARA).

As shown on Table 6 and Figure 3 below, the program scored highly on all criteria, four out of seven being above on a scale of 1 to 5, and the other two just below 4.0. The low standard deviation indicates that there was consensus on the KDSP's good performance on all criteria. The fact that relevance had the highest score (4.45) indicates that the program was well designed and targeted, and that its objectives were truly responsive to the real needs of counties.

Table 6: Overall program scores

Overall Program		
Criteria	Mean	STDEV
Relevance	4.45	0.637
Effectiveness	4.35	0.566
Efficiency and value for money	4.21	0.157
Sustainability	4.24	0.146
Impact	4.28	0.161
Management	3.84	0.232
Implementation	3.65	0.212
Overall	4.15	0.25

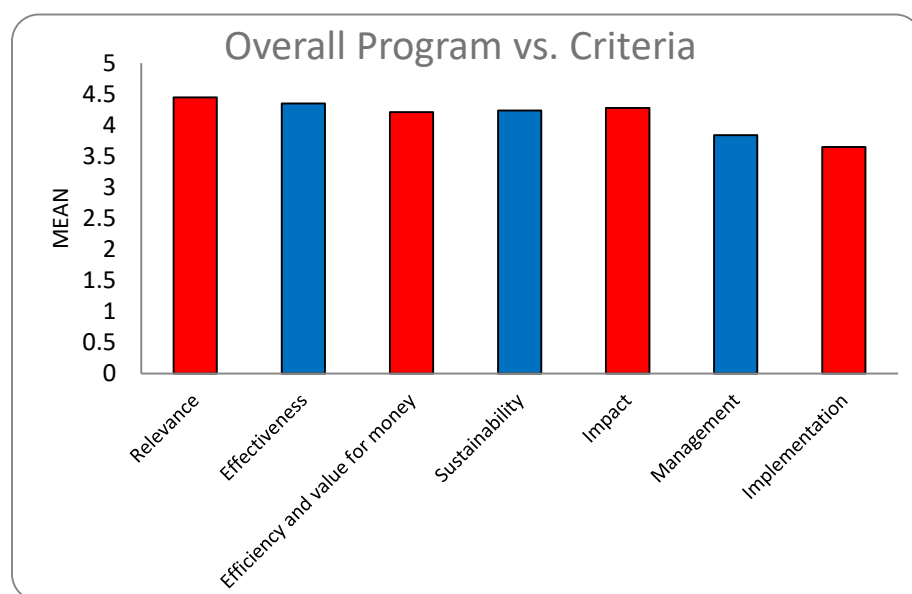


Figure 4: Overall program scores on criteria

Interviews with key informants confirmed the broad consensus that KDSP is very good and was highly valued in all counties and at national level with unquestionable self-evident benefits.

...the program has led to the improvement of service delivery, for example, the establishment of M&E committees for implementation of programs and improved civic education, (CFP, Kisumu)
 Some counties previously lacked revenue collection systems, now revenue collection is streamlined, (CFP, Elgeyo Marakwet)
 ...The main achievements of the program were enhanced understanding of the Budget Process by County Governments; improved peer to peer learning between National & County Budget officers and enhanced working relationship between National and County Budget officers, (CFP, Kilifi)

3.2 Capacity Building Outcomes (level 1 funding)

Analysis of existing reports and secondary data sources agrees with the overall sentiments expressed in qualitative interviews and survey findings. This is indicated by the Annual Capacity and Performance Assessment (ACPA) over the programme period as shown in Figure 4. The national government and counties reported consistent improvement in institutional capacity over the KDSP. ACPA evaluation on counties conducted in financial years 2016/2017, 2017/2018, 2018/2019 and 2019/2021 indicated consistent improvement in institutional capacities at both national and county governments. This is strong evidence for relevance, effectiveness, efficiency, value for money and impact. Counties have strengthened institutional performance as demonstrated by ACPA. County institutional capacities were reported to have improved service delivery and surpassed MSCs targets of 70%. The ACPA scores increased from 33% (2015/16), 41% (2016/17), 64% (2017/18) to 89% (2018/19) as shown in the trend chart below:

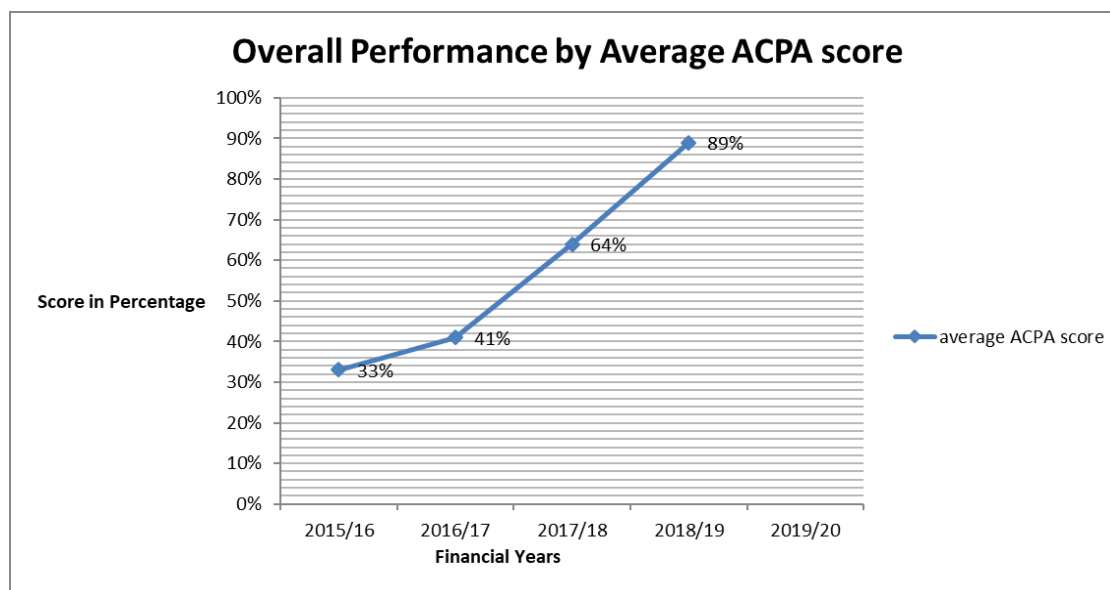


Figure 5: Overall performance by average ACPA score

Source: KDSP Closing Mission (Sept 15-24, 2021)

Moreover, the overall outlook of the KRA indicators between baseline years and FY 2020/21 infer that program management and implementation improved along the years as represented by the Figure 5 below:

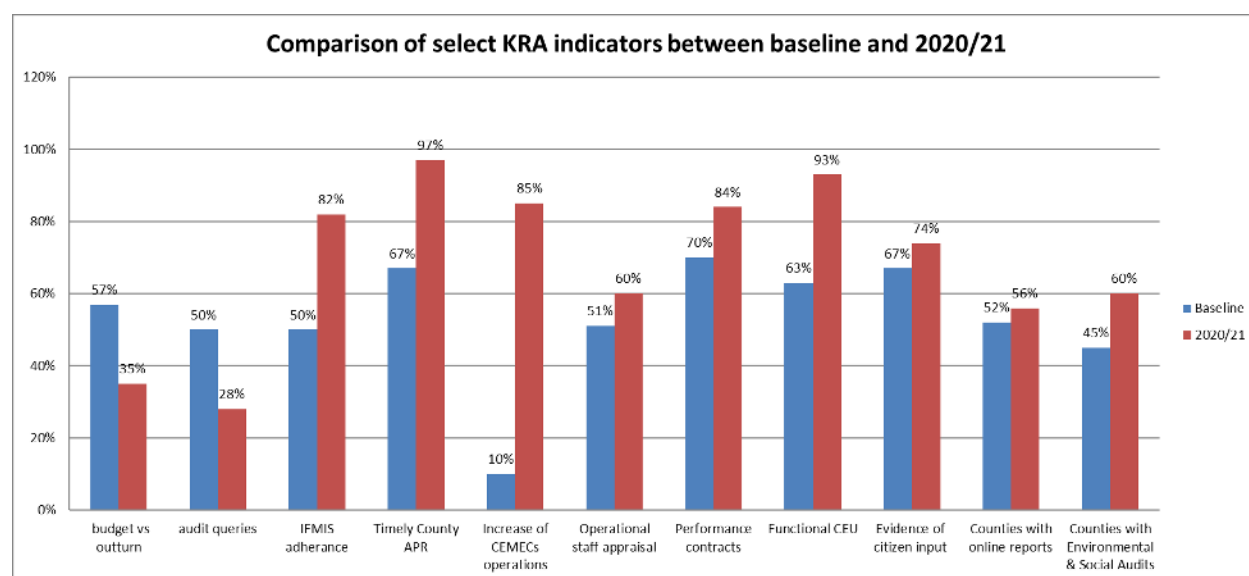


Figure 6: Comparison of select KRA indicators between baseline and FY 2020/21

Source: Aide Memoire April 19-30, 2021

There was a significant drop in the deviation between budget and out run (-22%) and reduction in audit queries (-22%), indicative of better public financial management. All other indicators realized a significant positive increase, with adherence to IFMIS (+32%) further strengthening the evidence of better public financial management. Timely submission of County APR (+30%) indicated a linkage between CIDPs, ADPs and sector plans while the increase of CEMES operations (+75%) pointed to better monitoring and evaluation. Operational staff appraisal (+11%) and performance contracting (+14%) indicated improvement in HRM and program management whereas functional CEU (+30%), evidence of citizen input (+7%) and counties with online reports (+4%) were indicative of civic education and public participation. Improved investment implementation was noted due to an increase in counties with environmental and social audits/reports (+15%).

3.3 Linking Funds to Outcomes

National Treasury provision on utilization of funds disbursed indicates an overall above average performance for the 26 counties that were sampled. This effectiveness reflects value for money and consistent reduction in funds wastage.

Using correlation analysis for the FY 2017/18 Level 1 utilization, and achievement data for 26 counties, the coefficient of correlation (r) between the utilization rate of the funds disbursed and the average achievement of the counties on the projects that have been earmarked is 0.32 indicating significant association. Moreover, when a simple linear regression is undertaken, the value of R^2 is 0.1302, indicating that 13% of the variance in average achievement is explained by utilization rate of the funds disbursed. This is illustrated in Figure 6 below:

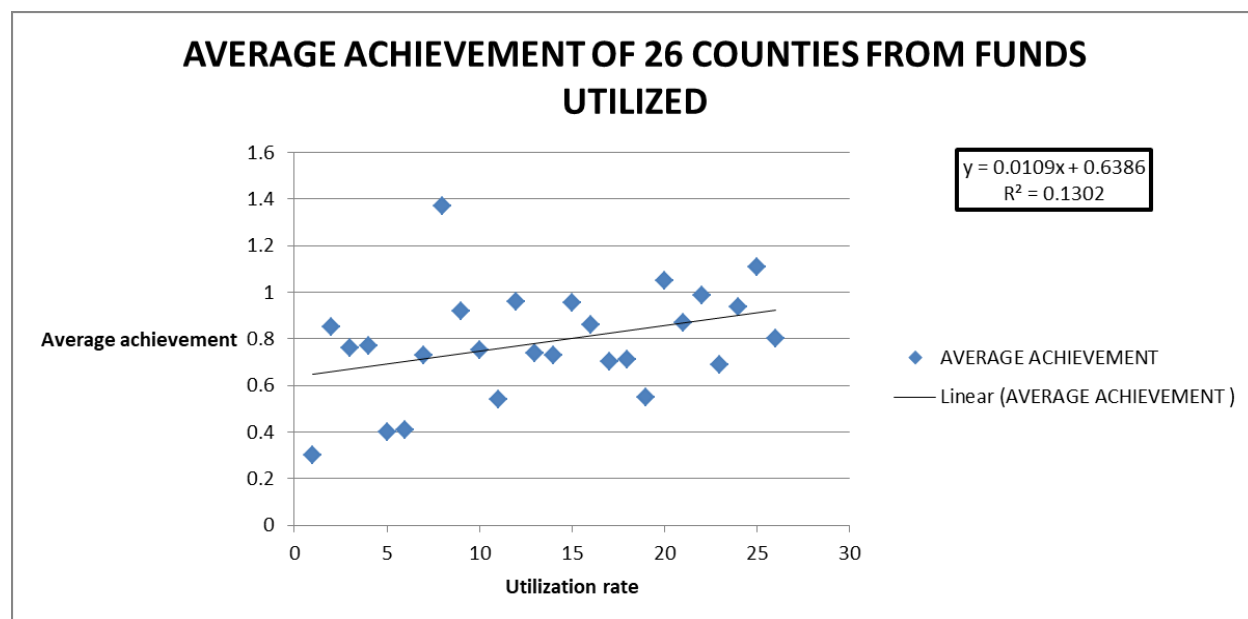


Figure 7: Scatter plot illustrating the average achievement of 26 counties from funds utilized

Data source: *Annual implementation report of CB plan*

Counties that were better at funds utilization had a higher average achievement clearly indicating the close association between capacity building outcomes and implementation of CB plans. KDSP can therefore demonstrate with hard data this association. KDSP may therefore be said to have relevance, effectiveness and impact. However, the great variability displayed indicates that other county-specific factors could be at play beyond funds utilization. Nevertheless, according to the respondents, the programme achieved its capacity building objectives to a very large extent.

3.4 Relative KRA and Program Performance

Overall scores obtained using the designed evaluation tool per KRA and the Program are as shown below in Table 7 and Fig 8 below. It indicates that all KRA's

and the program scored highly at close to or above 4. KRA 3 – Human Resource and Performance Management stood out, scoring 4.13 compared to, all other KRA's. This may be explained by sentiments expressed during interviews that many counties were able through KDSP to implement human resource initiatives such as policies, schemes of service, performance management and performance contracting. These led to a culture change and cultural acceptance of performance management. The Program as a whole scored higher than any KRA at 4.16, indicating broad positive sentiment.

Table 7: Overall scores for KRAs and program

Overall Scores for KRA and Program		
Key Result Areas	Mean Score	Standard Deviation
KRA1	3.80	0.77
KRA2	3.99	0.99
KRA3	4.13	0.71
KRA4	4.07	0.68
KRA5	3.89	0.57
Program	4.16	0.60
Overall	4.01	0.71

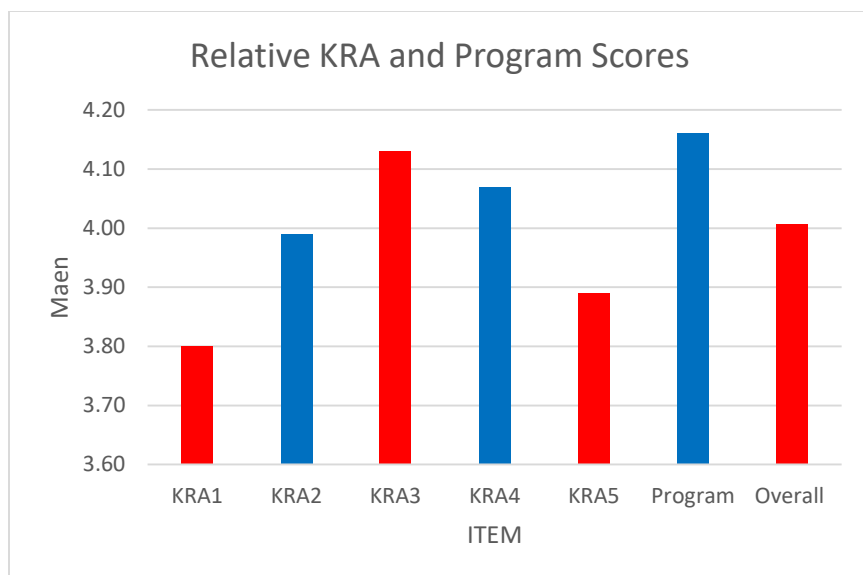


Figure 8: Relative KRA and Program Scores

Capacity building enabled counties to have staffing plans, Human Resource competency frameworks, and appraisal & performance contracting systems. Training of staff gave them a broader outlook, reduced nepotism and the appreciation for performance (CS, Kisii)

KRA 1 PFM, and KRA 5 – Investments, Environment and Social Safeguards scored the lowest at 3.8 and 3.89 respectively. KRA1 challenge, primarily from delayed disbursements, was cited by practically everyone as the biggest problem for KDSP. KRA 5 on the other hand encountered challenges arising from its late start, according to most of the respondents, the KRA was said to be not as well defined, and lacked suitable persons to take up the KRA Focal Person role. There was a recorded high turnover as expressed in Taita Taveta, where those assigned the role would leave it or request for a transfer. In addition, the role of NEMA, an environmental agency taking responsibility for CB in 'social safeguards', was reported as not to be well aligned by FPs. Implementing agencies like NEMA were involved midstream the program leading to delayed integration to KDSP

...The implementation of this KRA seemed partial based on the strength of the KRA officer. We didn't understand the KRA and those who implemented it were mainly focused on the environment. Social safeguards were only implemented where the KRA was a specialist e.g. in Kilifi, (CFP, Kilifi)

This KRA should be more well defined. There is a need for redesign to include the social dimension in the project. Social safeguards appeared misplaced when lumped with investment and environment (CFP Meru)

KRA 5 therefore may need redefinition to be better focused and consider professional oversight by a social or livelihoods-related national agency for social safeguards.

Table 8: Comparative KRA and program scores on criteria

Comparative Scores of KRAs and Program on Criteria						
Criteria	KRA1	KRA2	KRA3	KRA4	KRA5	Program
Relevance	3.88	4.24	4.38	3.30	4.21	4.45
Effectiveness	3.86	4.01	4.14	4.18	3.69	4.35
Efficiency and value for money	3.94	4.08	4.08	4.30	3.88	4.21
Sustainability	3.59	4.19	4.33	3.73	3.87	4.24
Impact	3.64	3.94	4.08	4.28	3.89	4.29
Implementation	3.96	3.50	3.81	3.62	3.83	3.84
Overall	3.81	3.99	4.14	3.90	3.90	4.23
Rank	5	2	1	3	3	

Table 8 shows that KRA 3 was rated best at 4.14 and KRA 1 as lowest at 3.81. The overall program scored higher than individual KRAs at 4.23, a possible indicator of synergistic effects of combined KRA impacts. Figure 8 illustrates how each KRA had different challenges with KRA 4 showing most variability across criteria, KRA 2 though doing well overall as second best, was weakest in design, management and implementation. KRA 1 scored low primarily because of the overwhelming negative impact of disbursement challenges that compromised effectiveness efficiency and value for money during implementation.

...It was clear that there have been many improvements directly attributed to KDSP. The main challenge cited by all counties has been the late disbursement of funds...(CFP Voi)

..We need timely disbursement of KDSP funds to the Counties...(CS, Kisumu)

Counties would receive budgeted CB funds towards the end of the financial year as a windfall, necessitating hurried CB initiatives, as they also had to report back in time for assessment.

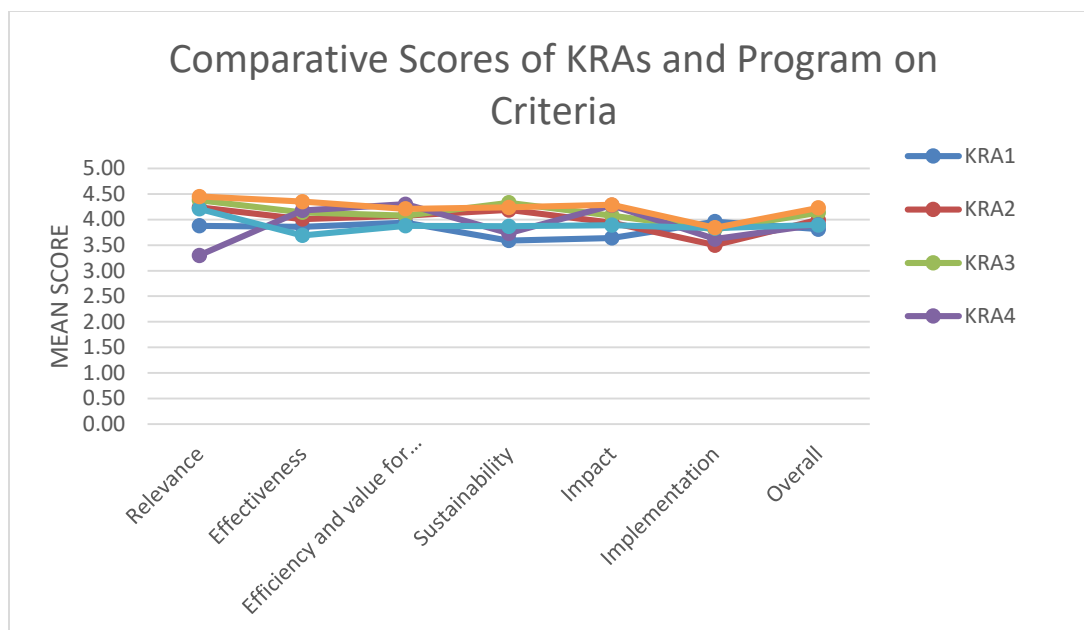


Figure 9: Comparative Scores of KRAs and Program on Criteria

4.0 PROGRAM KEY RESULT AREAS (KRA) PERFORMANCE

Overall KDSP performance in key result areas falls under the national government which houses government departments, and implementing agencies in charge of specific KRAs. The program's efficacy hinges on KRAs impactful-ness at county government level.

4.1 KRA 1 - Public Finance Management (PFM)

The objective of KRA1 is to ensure effective and efficient PFM systems through capacity building at national and county levels. The National Treasury is responsible for the implementation of KRA 1 through the departments of Public Financial Management Reform (PFMR) Secretariat, Intergovernmental Fiscal Relations (IGFR), IFMIS, Accounting Services, Procurement and Internal Audit. The activities under KRA 1 are: (i) Country Revenue Management; (ii) Budget; (iii) IFMIS; (iv) Financial Accounting, Recording and Reporting; (v) Procurement; and (vi) Internal and External Audit. National Treasury implementation of KRA I involve; appropriate trainings on IFMIS at national and county levels, enforcing compliance to Public Finance Act (2012) on areas of internal and external audit, integrating budget system with planning by creating coordinating interfaces in the budgetary portal and continuous improvement of PFM to accommodate changes in the KDSP. Indicators relevant to KRA 1 are; compliance to budgetary

guidelines, value of audit queries, adherence to IFMIS procurement process and improvement in revenue collection.

Survey findings on KRA1 show a score of close to 4 on all criteria except for implementation which was just below 3.5. This indicates that while it performed well on all criteria, there is concern with its implementation. The larger standard deviation when compared to the overall program shows greater variability in responses indicating less consensus on KRA-1 overall performance.

Table 9: KRA1 scores on criteria

KRA1 Scores on Criteria		
Criteria	Mean	STDEV
Relevance	3.88	0.69
Effectiveness	3.86	0.73
Efficiency and value for money	3.94	0.72
Sustainability	3.59	0.78
Impact	3.64	0.85
Implementation	3.96	0.86
Overall	3.81	0.77

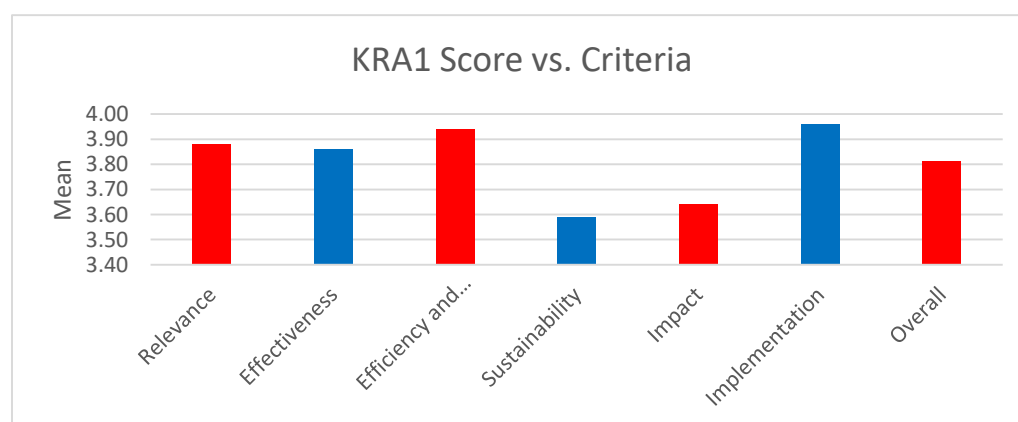


Figure 10: KRA1 vs. Criteria

4.1.1 KRA1 Relevance

PFM (KRA 1) was found to have relevance in addressing national and county governments' needs. The program was well aligned with global priorities and

GOK's policies. PFM capacity enhancement was consistent with national and county government needs of; compliance, governance and accountability, organizational integration, knowledge management and budget integration. PFM capacity building enabled achievement of performance as outlined in KDSP PforR paradigm. There was a remarkable increase in resource value transformation as reflected by the number of counties that received Level 2 disbursements after meeting minimum performance criteria (MPC). This is a clear indication of enhanced achievement of program performance expectations. Counties that received Level 1 funding increased from 30 to 40 (35%).

The PFM design capacity complied with the Public Finance Act (2012) in regard to management of public funds. 20 out of 25 counties sampled described PFM capacity enhancement to have promoted transparency, and accountability in delivery of services at national and county government levels. Effective accounting, recording and reporting systems through IFMIS were described to be critical in integration of activities, and streamlining of procurement services leading to quality service delivery by county governments. Training on KRA 1 was described to have relevance in disseminating appropriate knowledge on implementation of PFM at national and county levels. PFM training to end users was technical in nature, and resonated appropriately with ICT frameworks in the program.

The National Treasury (NT) reported improvement on budgeting, reporting, procurement and revenue management at the counties. NT overall assessment of the above criteria was a compliance of over 75 %, a performance level above the target of 70%. KRA 1 performance on relevance was rated as good with implementing agencies, particularly National Treasury (NT) and Office of the Auditor General (OAG) reporting performance results of over 90%. OAG results on KRA1 audit indicators reported improved performance: audit disclaimers and adverse opinions had reduced. However, the erratic number of qualified opinions are an indication that county governments still have some way to go on financial management improvement to meet acceptable audit standards. OAG reported high compliance on timeliness of audit reports to county governments, compliance to set guidelines and use of the audit management system (AMS).

Furthermore, there was an overall KRA 1 mean score of 21.340 (71.1%) in ACPA 4, compared to 17.60 (58.67%) in ACPA 3 and 12.50 (41.67%) in ACPA 2. These increments point towards continued project relevance since objectives were aligned to policies and priorities at global, national and county levels. This is further

confirmed by qualitative data where all the respondents were in concurrence that the KRA was relevant. The respondents noted remarkable improvements in revenue collection since revenue collection systems were put in place. Training on revenue collection, internal audit and procurement systems were relevant because counties trained were able to automate financial and revenue management systems, a core functionality in each county.

..one of the notable contributions of PFM is the budget format and quality. The budget process now follows a clear budget calendar; the budget has credibility and there is an effective internal audit function and audit committee... (CF, Kakamega)

Furthermore, there was an overall KRA 1 mean score of 21.340 (71.1%) in ACPA 4, compared to 17.60 (58.67%) in ACPA 3 and 12.50 (41.67%) in ACPA 2. These increments point towards continued project relevance since objectives were aligned to policies and priorities at global, national and county levels. This is further confirmed by qualitative data where all the respondents were in concurrence that the KRA was relevant. The respondents noted remarkable improvements in revenue collection since revenue collection systems were put in place. Training on revenue collection, internal audit and procurement systems were relevant because counties trained were able to automate financial and revenue management systems, a core functionality in each county.

4.1.2 KRA 1 Effectiveness

KRA 1 was found to have effectiveness across all the counties that were surveyed. When evaluated against the related indicators of quality of financial statements, budget format and quality, revenue collection systems, procurement procedures, financial compliance and internal audit. KRA 1 was noted to display a characteristic of sustained achievement and improvement on the indicators during the period between 2016 – 2021 when KDSP was operational. The results have furthered achievement of the purpose of the program since the indicators were designed to ensure quality delivery of devolved services. Respondents in all the counties sampled projected a positive outlook on the ability of PFM to advance KDSP's intent.

Quantitative evaluation on KRA 1 effectiveness in achieving the program purpose is graphically depicted in Fig 11 below. There is a notable achievement and improvement in the indicators of: quality of financial statements (80% to 98%), budget format and quality (55% to 94%), revenue collection systems (0% to 62%), procurement procedures (50% to 82%), own-source revenues (30% to 96%),

compliance in monthly financial reporting (50% to 63%) and conducting of internal audits (40% to 66%). Achievement and improvement of effectiveness in KRA 1 indicators were described to have positively enhanced delivery of quality services by the county governments.

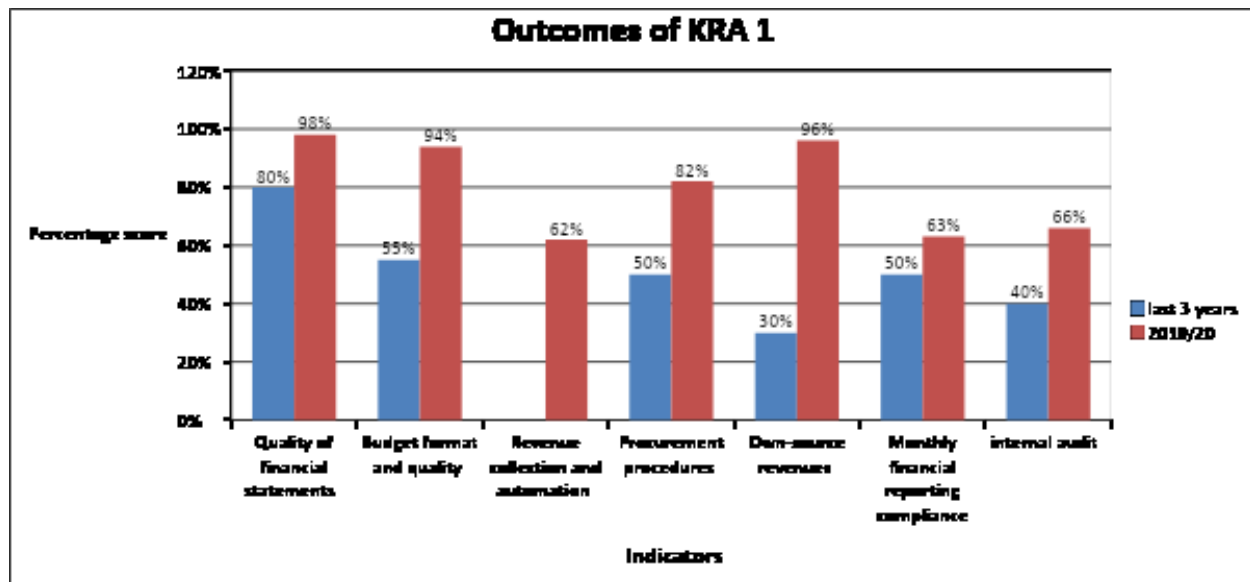


Figure 11: Outcomes of KRA 1 indicators over program period

Source: *Bi Annual Report FY 19-20*

County governments instituted mechanisms to systematically improve their financial audit performance (FY 2013/14-2017/18) as evidenced by fewer counties recording adverse or disclaimer audit opinions, and two counties (Makueni and Nyandarua) recording unqualified audit opinions in FY 2017/18. This is represented in Figure 11.

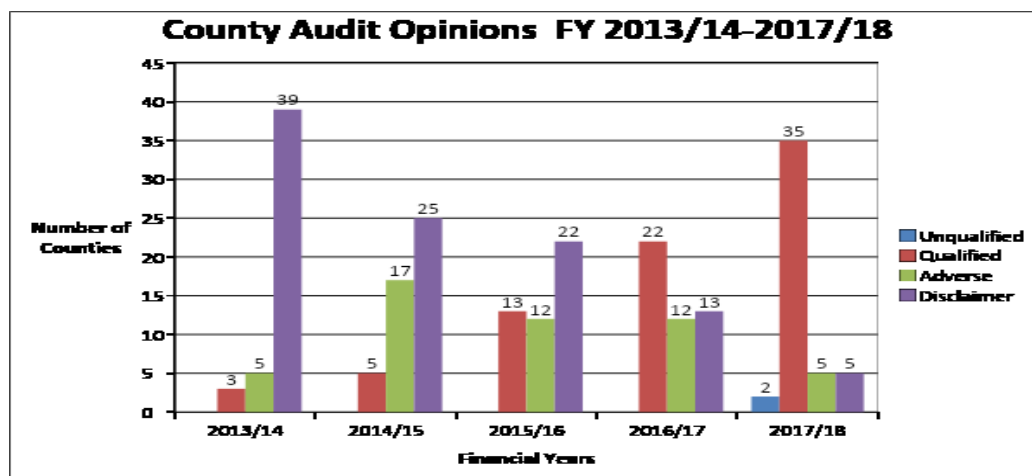


Figure 12: County audit opinions FY 2013/14 -2017/18

Source: *Final Aide Memoire for mid-term review*

4.1.3 KRA1 Efficiency and Value for money

KRA 1 capacity enhancement activities were found to have efficiency and value for money in transforming the available resources into the intended results in terms of quantity, quality and timeliness. Efficiency and value for money were described to be highly influenced by county governments budget absorption capacity and budget absorption rate. Both absorptions were reported to be average and affected utilization and transformation of the funds. Respondents decried the high expectation gap between the funds disbursed and the resultant outcomes despite tangible evidence in utilization. A host of factors contributing to average efficiency and value for money were given as; unsynchronized funds disbursement schedules with government financial year resulting to delayed funds disbursement, uncoordinated efforts by MDA's, low enthusiasm from executives and senior officers in prioritizing KDSP activities, delays in approvals by county assemblies, communication breakdown and changes in county leadership after general election which leads to post- elections appointment of new officers.

...at times there was communication breakdown-funds would be received but those responsible not informed,,, (CFP, Baringo)

...some KRAs had no passion, or there was a mismatch of skills and tasks... (CFP, Tana River)

4.1.4 KRA1 Impact

The Program Development Objectives (PDO) on PFM capacity enhancement were found to have a high impact on targeted beneficiaries. County governments reported high impact from PFM performance indicators contained

in the KDSP results framework. The PFM led to; enhanced revenue growth and management, budget integration, financial reporting and accounting, transparency in procurement and delivery of quality services. The county governments reported consistent growth in revenue during PFM capacity enhancement, and reduced dependence on exchequer in their development plans due to enhanced revenue collection. Streamlining of procurement systems through IFMIS impacted on management of creditors and delivery of services. Supplier relationships were reported to have improved due to transparency in procurement, and county governments' ability to track pending bills. Delivery of services at county level had consistency when suppliers gained confidence and trust with the county governments' procurement system. PFM capacity enhancement impacted on county government operations due to integration of finance functions with other subsystems of budgeting, planning and procurement. The integration created coherence in execution of activities, and internal consistency in operations of county governments which enabled county governments to focus on areas critical to delivery of quality services to the citizens. The framework of PFM was reported to have positively impacted on operations in most counties.

Respondents further affirmed that implementation of this KRA resulted in a positive impact on performance in revenue administration, increase on yearly basis in own source revenues, timeliness of in-year budget reports (quarterly) to the Controller of Budget, quality of Financial statements, monthly reporting and up to date of accounting, asset registers, up to date and inventory, value of audit queries, reduction of audit queries, legislative scrutiny of audit reports and follow up, improved procurement procedures including use of IFMIS, record keeping and adherence to procurement thresholds and tender evaluation.

4.1.5 KRA1 Sustainability

PFM capacity enhancement was noted to have a high degree of sustainability. Being a system-based model which is anchored to technology, continued use and entrenchment in mainstream county operations gives it a high probability of sustainability. Explicit knowledge on the PFM system was noted to have been adequate through elaborate training by the National Treasury to the county governments. Training of trainers was undertaken at county levels with key champions being identified to train other operators. Tacit knowledge will be disseminated through strengthened partnerships with financial and technical service providers for sustainability.

4.2 KRA 2 - Planning Monitoring and evaluation (PM&E)

The objective of KRA 2 is to improve planning, monitoring and evaluation capacities at the county level. The State Department of Planning and Statistics (SDP&S) implements the KRA 2 by strengthening frameworks, systems, skills and closing knowledge gaps in PM&E county capacity. SDP&S implementation of KRA 2 involves administering guidelines for preparation of County Integrated Development Plans (CIDPs), County Annual Development Plans (CADP's), county sectoral plans and conducting mid-term review for CIDP's, supporting Monitoring and Evaluation (M&E) through provision of County Integrated Monitoring and Evaluation systems (CIME's), norms and standards for M&E and evaluations guidelines. KRA 2 program indicators are; improved county planning, progress reports, monitoring and evaluation, and linkages between county plans and budgets.

Survey findings indicate mean scores close to 4 for all criteria with relevance scoring highest at 4.24, and overall mean of 4.00. The standard deviation is close to 1.0 for all criteria indicating a fair degree of diversity in attitude. This means that there is high variability in its perceived performance, which calls for corrective actions that can lead to greater consistency across counties.

Table 10: KRA 2 scores on criteria

KRA2 Scores on Criteria		
Criteria	Mean	STDEV
Relevance	4.24	0.80
Effectiveness	4.01	0.78
Efficiency and value for money	4.08	0.86
Sustainability	4.19	0.82
Impact	3.94	0.96
Implementation	3.50	0.16
Overall	3.99	0.64

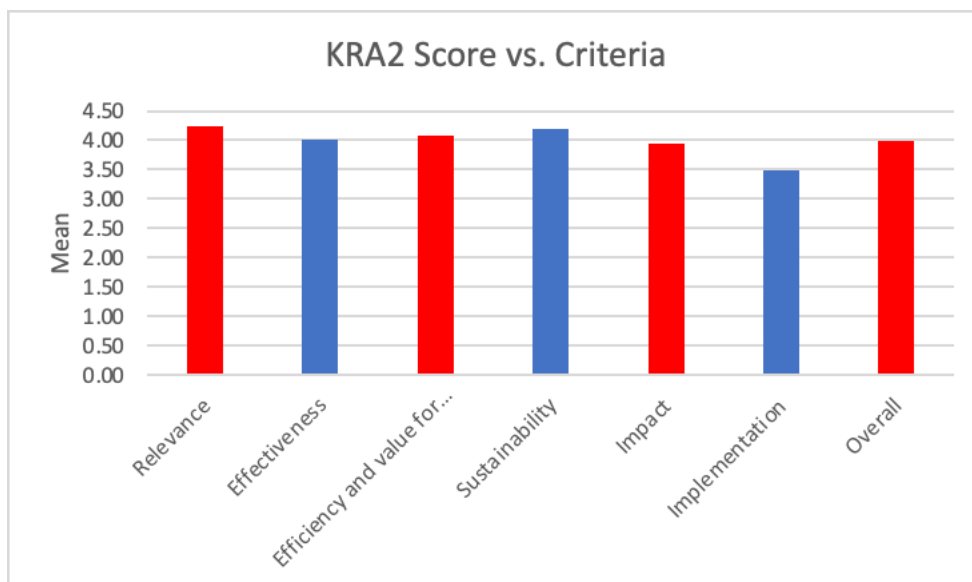


Figure 13: KRA 2 score vs. criteria

From the qualitative data, all counties that had implemented the program recorded improvement in planning and preparation of progress reports. M&E had a strong connection between county plans and budgets. The respondents acknowledged that they could now make sense of the linkages between CIDP, ADP, and Budgets. However, it also emerged that there was still a great need for capacity building and improved documentation on utilization of public funds (CFP - Uasin Gishu).

It was also clear from the interviews that there was a general lack of grasp of the full scope and need for systemic integration of M & E in Overall County and national governance. M&E is a relatively new area that has professionals from many backgrounds some of whom are not very competent, with some counties such as Kilifi hiring their own M & E staff.

4.2.1 KRA 2 Relevance

KRA 2 was noted to have relevance to the county government needs and requirements of enhancing skills and competences in planning, monitoring and evaluation. The counties expressed confidence when making County Integrated Development Plans (CIDPs), County Annual Development Plans (CADP's), county sectoral plans and conducting mid-term review for CIDP after receiving adequate support and training from the State Department for Planning. PM&E functions were found to be integrated and well synchronized with other pertinent

functions of finance, budgeting, operations and HR to make it holistic and comprehensive. CIMES systems advanced by SDP to county governments were described by 24 out of 26 (98 %) counties to be effective in enhancing integration of planning to other systems.

4.2.2 KRA 2 Effectiveness

KRA 2 was found to be effective in furthering the achievement of the program's PM&E. The counties reported to have in place planning units and frameworks that were functional. The county Integrated Development Plans (CIDP) had been formulated and updated according to guidelines.

4.2.3 KRA 2 Efficiency and value for money

PM&E capacity enhancement was found to be efficient and had value for money as depicted by quantity, quality and timeliness in which annual development plans (ADP), mid-term plans, and sectoral plans were prepared and submitted to SDP. Integration of the plans with budget, finance and HR ensured allocation of adequate financial and human resources for realizing PM&E implementation in the delivery of services. Trainings on PM&E were reported to have low value for money with many of the trainers falling short of expectations in content. This is an area of improvement for KDSP.

4.2.4 KRA 2 IMPACT

The program development objectives (PDO) on PM&E capacity enhancement was found to have a high impact. County governments reported impact from PM&E performance indicators contained in the KDSP results framework. The PM&E indicators had a positive influence on the targeted beneficiaries through County Integrated Development Plans (CIDPs), County Annual Development Plans (CADP's), county sectoral plans, and mid-term review for CIDP's. The county governments reported effectiveness on procedures of making the various plans, and increase in accuracy of the plans made. The number of county governments making various plans in accordance with the set guidelines increased from twenty eight in 2016 to forty seven in 2020. The integrated plans, and M&E were implemented with ease since schedules were well outlined. The accompanying budgets were well synchronized with implementation schedules thereby enhancing the impact of funds disbursed.

4.2.5 KRA 2 Sustainability

PM&E capacity enhancement was noted to have a high degree of sustainability. Explicit knowledge on PM&E was adequate as a result of elaborate training of county governments by SDP. Training of trainers was undertaken at county levels with key champions being identified to train planners. Tacit knowledge will be disseminated through partnership with financial and technical service providers for sustainability. Knowledge management through planning, data storage, resource mapping and strategic direction given by leadership at county level were described to be part of sustainability in PM&E. In addition, counties are hiring professional M&E staff and installing e-CIMES as part of the overall county governance systems. This indicates a high possibility for sustainability.

4.3 KRA 3 - Human Resource and Performance Management (H&R PM)

The objective of the KRA is to improve capacity in human resource and performance management. The Ministry of Public Service, Youth and Gender Affairs' (MOPSYGA) through the Directorate of Public Service Management is responsible for KRA 3 implementation. MOPSYGA strengthens HR&PM capacity by providing counties with policy guidelines in areas of staff plans and functional organizational structures, competency frameworks, efficient systems, processes and procedures in HR, performance management systems frameworks and training needs assessment guidelines. MOPSYGA trains the county service boards in critical HR functions, namely performance management, training and development, payroll management, employee welfare and staff performance appraisal and work planning.

Survey results in Table 11 and Figure 13 below show that KRA3 was highly rated on all criteria, all above 4.0, and was highest rated of all KRAs (Table 8 and Figure 8). Implementation had a slightly lower rating than all other criteria though only slightly. This indicates a high degree of satisfaction except for a few challenges as mentioned in the specific criteria evaluations.

Table 11: KRA 3 scores on criteria

KRA3 Scores on Criteria		
Criteria	Mean	STDEV
Relevance	4.38	0.66
Effectiveness	4.14	0.71
Efficiency and value for money	4.33	0.63
Sustainability	4.04	0.85
Impact	4.08	0.75
Implementation	3.81	0.88
Overall	4.13	0.74

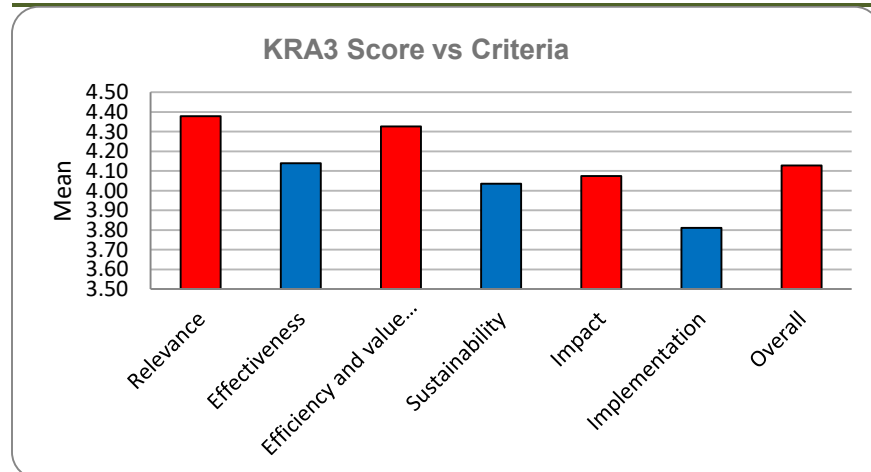


Figure 14: KRA3 score vs criteria

The findings show that counties have organizational structures and staffing plans in place hence there is adherence to recruitment procedures in Public Service within the county.

...We have adopted performance contracting with contracts signed between the governor and CECMs, CECMs and COs, COs and directors and others on PAS. This has led to Improved professionalism; counties have Job Descriptions for all staff. In addition, counties have staffing plans and skills and competency frameworks (CFP, Busia)

...Our County has Performance contracts developed and operationalized, there is automation of the HR function, service reengineering has been undertaken and the Rapid Results Initiative (RRIs) launched and up scaled (CFP, Kisumu)

...The main focus of KDSP has been public finance management, there is poor understanding of HR and it doesn't look very important compared to finance-this requires more prominence (CFP, Makueni)

Furthermore, Job descriptions, specifications, and competency framework are largely operational as well Staff appraisal and performance management systems as seen in comments from respondents above. However, there were concerns that this KRA has been overshadowed by the high focus on KRA 1.

4.3.1 KRA 3 Relevance

KRA 3 was noted to have relevance to the county government needs and requirements of enhancing human resource and performance management. They are reported to have established organizational and operational structures through which functional positions were created. Alignment of HR functions to established structure and positions helped county governments to control staff over establishment. Staffing plans were found to be in place in most of the counties (24/26) clearly indicating staff rationalization, succession plans and schedules and personnel records of leaved days. Integration of the HR plan to overall CIDP was however found to be nonexistent in most of the counties.

Performance management and performance management systems were found to be in place in all the counties. Guiding visions and missions with emphasis on performance were visibly displayed in some departments. Performance culture based on delivery of quality service was found to have developed roots at the county governments due to HR&PM enhancement capacity. Human Resource competency frameworks, and appraisal & performance contracting systems were in place through the effort of implementing agencies. Strategic HR training on staff and county government was found to have laid a foundation on which HR&PM can be further enhanced and to develop uniformity of practice across the counties. Staff expressed confidence in being evaluated on their performance which is an indication of an evolving performance culture. Tools of performance measurement such as job descriptions, schemes of service and performance contracts were found to be in place in most of the counties.

Furthermore, although there was an improvement in the performance of the indicator, this was however seen to be lagging behind other KRAs. This is shown by the minimal changes reported in FY 2019/20 as compared to the previous 3 years. KRA 3 attained a theoretical mean score of 8.26 (68.9%) in ACPA 4, 7.085 (59%) in ACPA 3 and 7.07 (58.9%) in ACPA 2. Two counties (Bungoma and Mombasa) attained 100% with some counties deploying innovative county operations management systems. The outcomes of the KRA are represented in the Figure 14 below:

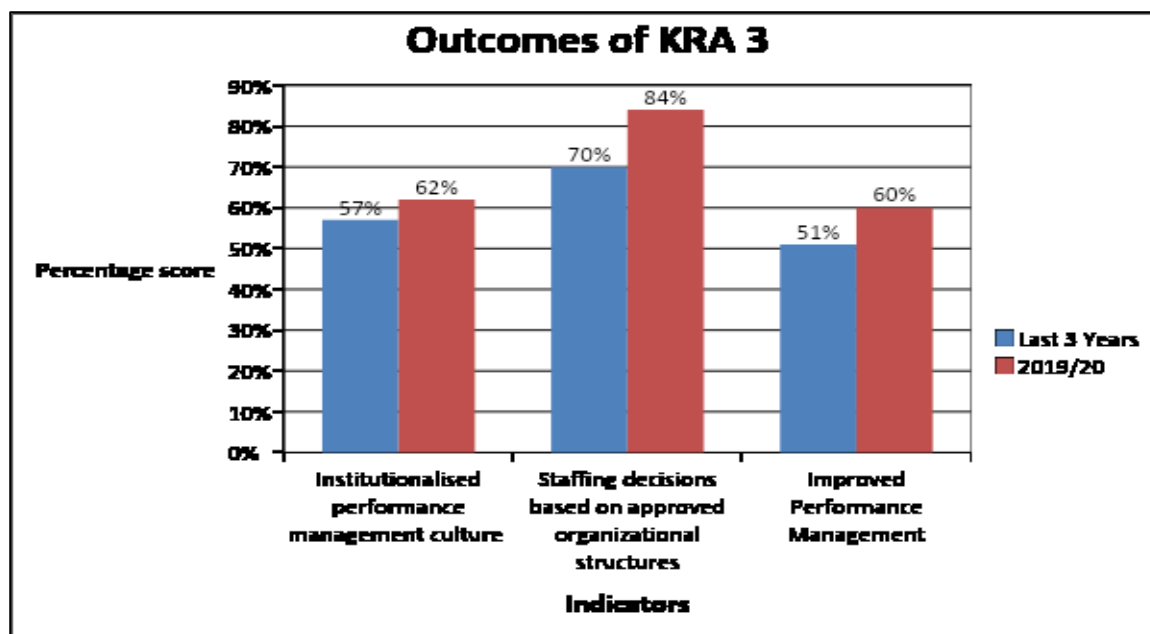


Figure 15: KRA 3 Outcomes over the program period

Source: *Bi Annual Report FY 19-20*

4.3.2 KRA 3 Effectiveness

KRA 3 was found to be effective in furthering achievement of the HR&PM program. The counties reported to have an enhanced HR capacity, and a defined performance system in place. The culture of performance is growing at county governments with most of the county staff developing a work culture characterized by a positive attitude towards duties, targets achievement, supervisors, and compliance to work-related dictates such as time management. The training programs at county level offered by KSG provide a firm ground for HR & PM. The training was however found to have a degree of redundancy which emanates from standardization, uniformity in content and absence of contextualization. Effectiveness of content delivery was described to be adequate for the lower cadre of county staff with a glaring deficiency notable for senior staff training where strategy conceptualization is needed.

Peer learning model was found to be very effective with staff recommending the enhancement of the model by professionals outside KSG. Makueni county was found to have hosted peer learning for public participation while Kilifi County hosted for Traffic Marshaling Training. The counties reported efficiency and value for money on management of COVID - 19 training undertaken under KRA 3. The

training created awareness and equipped the counties for COVID – 19 which ensured minimization of the effect of the virus in the counties.

4.3.3 KRA 3 Efficiency and value for money

HR & PM capacity strengthening was found to be efficient, and had value for money as depicted by the outcomes of positive change towards a performance culture, effective HR management operationalized by elaborate mechanisms that have been put in place. Resources expended on KRA of HR&PM are translated into quality and timely delivery of services by a committed and dedicated team of staff whose sense of urgency is notable. The performance appraisals at individual and functional level are undertaken using appropriate tools which have been developed after alignment with county governments systems and appropriate training. A significant number of counties reported a low value for money on the training by KSG due to standardization, low content delivery and absence of contextualization. The counties reported efficiency and value for money on management of COVID-19 training undertaken under KRA 3. The training created awareness and equipped the counties for COVID – 19 which ensured minimization of the effect of the virus in the counties.

4.3.4 KRA 3 Impact

The program development objectives (PDO) on HR&PM capacity building was found to have a high impact on the targeted beneficiaries. County governments reported impact from HR&PM performance indicators contained in the KDSP results framework. Staff reported improved performance and a positive change in work culture. In addition, their skills and competencies were enhanced through training and development leading to efficacy in work performance. Over establishment at the county governments was reported to have been drastically controlled due to alignment of functions to structures and positions. Appropriate staff levels have saved on staff costs, and improved on staff output leading to enhanced delivery of services. HR mechanisms and performance tools of job descriptions have reduced conflicts at the workplace leading to harmony and teamwork. Automation of HR systems has enhanced internal service delivery to staff, reduced payroll excesses caused by ghost workers and facilitated communication of HR&PM policies.

4.3.5 KRA 3 Sustainability

HR&PM capacity development was noted to have a high degree of sustainability. Training undertaken imparts tacit knowledge to individuals and county governments. The systems and mechanisms put in place have replaced previous ones and created a new order backed by performance management-oriented paradigms. The culture transformation at county level will be perpetuated to ensure sustainability. Adherence to recruitment procedures in Public Service within the county would result in sustainability.

4.4 KRA 4 – Civic Education and Public Participation (CE&PP)

KRA 4 has the objective of increasing the capacity of the county in civic engagement and public participation. It involves ensuring that the citizens are empowered to effectively participate in the governance process at the counties. The KRA indicators include; counties roll out civic education activities, communication framework and engagement, participatory planning and budget forums held, citizens' feedback, publishing of county core financial materials, budgets, plans, accounts, audit reports and performance assessments published. KRA 4 enhances governance in the management of devolution activities.

Table 12: KRA 4 scores on criteria

KRA 4 Scores on Criteria		
Criteria	Mean	STDEV
Relevance	4.30	0.55
Effectiveness	4.18	0.83
Efficiency and value for money	4.30	0.61
Sustainability	3.73	0.76
Impact	4.28	0.18
Implementation	3.61	0.92
Overall	4.07	0.57

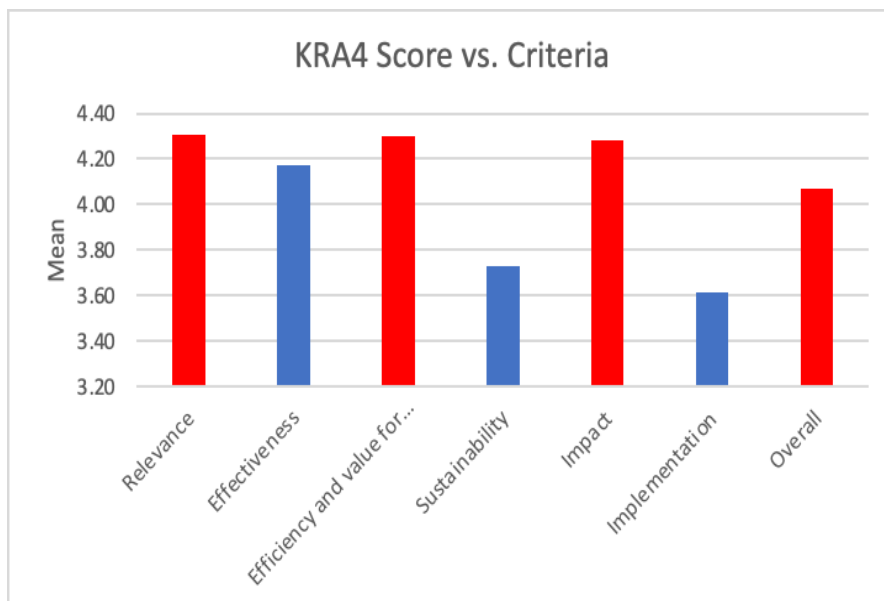


Figure 16: KRA4 Score vs. Criteria

Table 12 and Figure 15 KRA 4 survey results indicate good performance on all criteria with all except one being above 4. Sustainability scored 3.73 with the highest diversity as indicated in the relatively higher standard deviation of 0.76. Qualitative data confirms these findings with acknowledgements that civic education units had been established and were functioning; counties had rolled out the civic education activities; there were communication frameworks and engagement; participatory planning and budget forums were conducted; citizens feedback mechanisms were in place; county core financial materials, budgets, plans, accounts, audit reports and performance assessment were published and shared and finally there was the publication of bills. However, from the respondents, it was reported that some of the issues that affected sustainability were yet to be addressed. These are:

Tokenism: Civic Education has been tokenistic whereby participants show up because they expect allowances. The driving force has been the allowances received by participants rather than viewing this as an opportunity to express views and contribute to the well-being of the community because their lives have been affected.

...The participants are never willing to come back to participate, they only come for money, (CFP, Kisumu)
...People don't really participate, they come for money...(CFP, Busia)

...the indicators are too wide with no depth...one thousand meters wide and an inch deep! issues of people need deepening! (CFP, Makueni)

...The 'how to' was not very clear on this KRA, (CFP, Makueni)

Lack of feedback: the KRA lacks sustainability due to lack of necessary feedback. The participants never get feedback on progress of matters arising-this has led to participant apathy!

Ineffective Partnerships: According to the respondents, the government has not been genuine when handling civic education matters with partners. They have been perceived as whistleblowers.

There is no sustainability in this KRA because we lack effective partnerships based on transparency. Organizations such as Uraia who are committed to Civic Education and Public Participation are seen as whistleblowers and trouble makers by the government. People look at informed people negatively, they are happy when there is no proper civic education and public partnership from the citizens (CFP, Busia)

Financing: The KRA has been a subject of competing interests where some of the leaders have been of the opinion that funds budgeted for civic education should be directed to areas which they perceive to be of more priority in the region such as construction of bridges, provision of water among others.

Quality of facilitation: There has been no capacity building undertaken for the facilitators of this KRA, this is necessary to steer the KRA agenda forward.

4.4.1 KRA 4 Relevance

KRA 5 was found to have relevance in addressing national MDA's and county government's requirements, country and organizational needs. CE&PP capacity building was described to have achieved the need of enhancing participative democracy in management of public affairs at national and county levels. Civic education enlightened the public on governmental activities, and solicited their input in formulation of public policy. Structures to support civic education were found to have been in place in some counties. The structures were at various administrative hierarchies of village, sub-county and county levels. The curriculum to harmonize civic education process wasn't developed to guide the county government and hence CE&PP lacked uniformity of practice. Public participation was found to be entrenched only in the county governments systems of

budgeting process, development planning, investments, and health and environment awareness.

The tools of CE&PP were described to include; public forum (barazas), online systems, focus groups and professional groups. Online system had limitations of network coverage, and low ICT capacity skills with the citizens in most of the counties. Non state actors comprising of Non- Governmental Organizations (NGOs), civil societies, Faith- Based Organizations (FBO) and pressure groups were found to be active participants. The county governments expressed incompatibility of some views expressed by non-state actors during the public participation. Civic education emboldened the citizens to demand better services and prop up pertinent issues of concern in governance like corruption, low value for money on projects, skewed budget allocations and gender imbalances. State anti-corruption agencies, Directorate of Criminal Investigations (DCI) ombudsman offices were reported to have acted on governance issues raised by the public.

4.4.2 KRA 4 Effectiveness

KRA 4 was found to be effective in furthering achievement and purpose of the CE&PP capacity enhancement program. The counties reported to have an increased number of participants compared to when KDSP was starting. Participative budgeting and planning at national and county level have been put in place to solicit views and contextualize ideas from the citizens. CE&PP have reduced level of resistance, conflicts and disagreements during budget and planning implementation emanating from presumed biases in allocation of resources. Counties with competing interest grounded on cultural differences reported harmony between communities due to participative democracy through CE&PP. Integrating participative democracy and political actors in CE&PP was found to increase effectiveness. Members of the County Assembly (MCA) as political actors, and part of representative democracy were described to be effective in mobilizing citizens to be engaged in civic education. Caution was however raised that the MCAs are quick to apportion themselves credit for projects under KDSP.

4.4.3 KRA 4 Efficiency and value for money

CE&PP capacity enhancement was found to be efficient and had value for money as depicted by the outcomes derived by continuous civic education and

public participation at county level. KRA 4 activities enlarged democratic space in public administration and management. Value for money arises when programs are implemented as scheduled as a result of civic education, bolding the citizens to question delays in timely delivery of services. County governments were found to indicate scheduled timelines on when to complete the projects. The resources applied in CE&PP have enhanced quality of budgets and planning by engaging the intended beneficiaries in formulation, implementing and evaluation phases. Public engagement was found to create public ownership of initiatives made by county governments leading to development of working partnership.

4.4.4 KRA 4 Impact

The program development objectives (PDO) on CE&PP capacity strengthening were found to have a high impact to the targeted beneficiaries. The citizens gained knowledge and information on planning and budgets by county governments due to public participation. Partnership developed between the citizens and county governments impacted on level of transparency which led to improved governance. Accountability for the resources was reported to have been enhanced through CE&PP program where the citizens are mandated to question the county government through public forums on questionable application of resources. The civic education units established at the county are serving as learning units through which knowledge is disseminated and feedback given.

KRA 4 posted an increment with a theoretical mean score of 14.81 (82.3%) in ACPA 4, 12.85 (71.4%) in APCA 3 and 9.2 (51%) in ACPA 2. This gives a concurrence in findings alluding to improved engagement with the citizens in planning and policy formulation together with increased capacity building in civic education and institutionalizing communication frameworks.

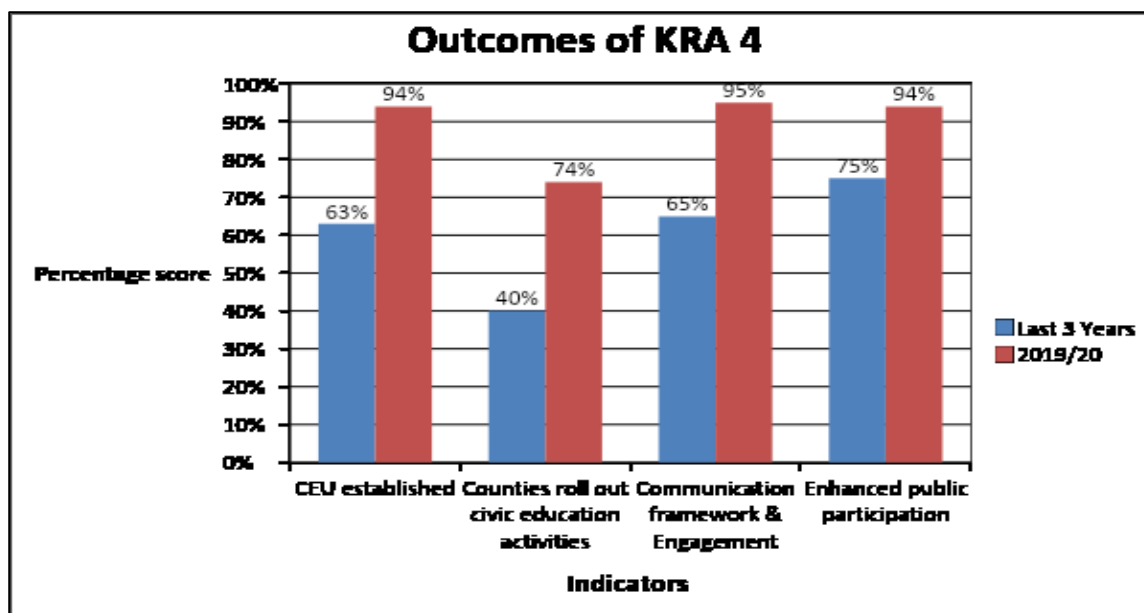


Figure 17: KRA 4 Outcomes over the program period

Source: Bi Annual Report FY 19-20

4.4.5 KRA 4 Sustainability

CE&PP capacity enhancement was noted to have a high degree of sustainability. The program has actualized participative democracy as outlined in the Constitution of Kenya 2010. The constitution as a living document will guarantee citizen involvement in decisions made by the state and representative democracy. CE&PP have been institutionalized through civic education units and public participation structures in the hierarchies of county governments. Emboldened citizens have developed a culture of participation characterized by enquiry, inquisitiveness, suggestiveness, and taunting of authorities through established institutions like judiciary and commission for justice administration. The culture is difficult to erase, hence sustainability.

4.5 KRA 5 – Investments, Environment and Social Safeguards (IESS)

The objective of KRA 5 is to ensure prudence and value for money in investments undertaken by county governments, and ensuring environmental sustainability as well as social safeguards. The indicators of KRA 5 are: compliance to cost estimates in implementation of investments, compliance to environmental laws, inclusion of investments in the budget and social systems such as gender balance. The KRA is implemented by multiple agents due to its diversity.

Table 13: KRA 5 score on criteria

KRA 5 Score on Criteria		
Criteria	Mean	STDEV
Relevance	4.21	0.18
Effectiveness	3.69	0.14
Efficiency and value for money	3.88	0.75
Sustainability	3.88	0.74
Impact	3.89	0.70
Implementation	3.83	0.95
Overall	3.89	0.46

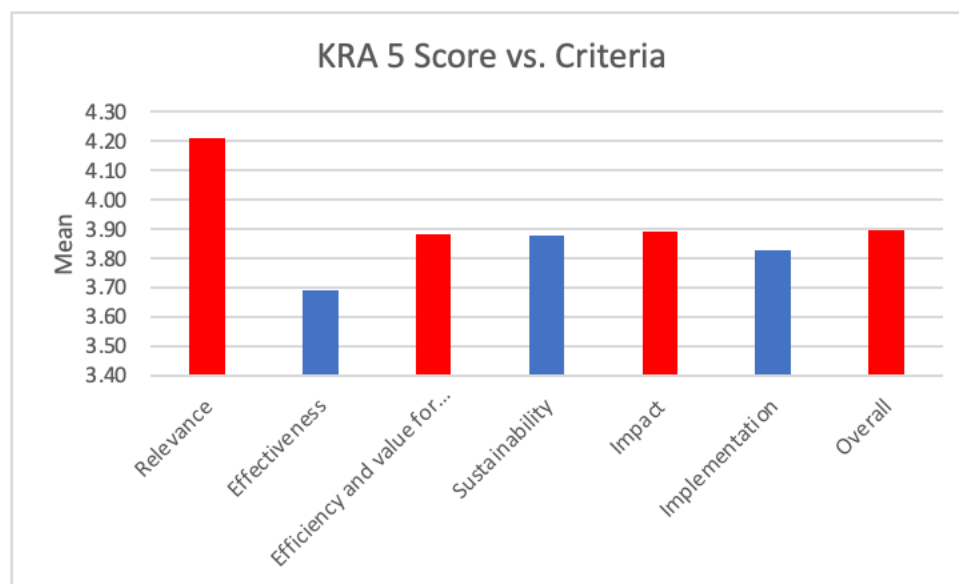


Figure 18: KRA5 Score vs. Criteria

Survey results in Table 13 and Figure 17 indicate good performance on all criteria for KRA 5, though on the lower side compared to other KRAs. While the scores on relevance are high, those for effectiveness, efficiency and value for money, implementation and sustainability are relatively low. As noted earlier, the KRA may need better definition and focus to be more effective.

This is collaborated by interview responses where it was found that the effectiveness of this KRA was not uniform across the board. In some counties such

as Meru, Kakamega and Uasin Gishu, the KRA was reported to be only effective to some extent while in others such as Taita Taveta it was reported not to have been effective at all.

4.5.1 KRA 5 Relevance

KRA 5 was found to have moderate relevance in addressing national MDA's and county government's requirements, country and organizational needs. IESS capacity enhancement was described to have moderate achievement of its objectives due to its broadness and overlaps with other KRA's. Save for the environment aspect, other aspects lack distinctiveness of clarity in their conceptualization. The social safeguard was described to be vague except in counties where the KRA head had a sociology, psychology or social work professional background. A notable neglect of the KRA was observed with the heads assigned perceiving it as a demotion or dumping. On investments, equipment procured enhanced the employees' productivity, and established a performance- based system that is result based. Further, systems invested in enhanced transparency in management of public finances. Investments in capital expenditures were administered in KRA 1 (PFM) where rationality of cost-benefit analysis and value for money was carried out. Environment aspect was found to be strong with the implementing agency (NEMA) playing a critical role in environment management.

4.5.2 KRA 5 Effectiveness

KRA 5 was found to be moderately effective in furthering achievement and purpose of the IESS capacity enhancement program. The effectiveness is reduced by poor definition of the KRA. Environment activities were found to be effective with environment impact analysis being undertaken for all investments and infrastructure developments undertaken by county governments. Elaborate environment programs were also identified in areas of forestry, range management, marine, fishery programs, wetlands and climate change. Most counties had climate change committees in place. Climate change strategies were however wrapped up with environment issues and lacked distinct policies, budget and elaborate frameworks. Integration with national climate strategy was described to be weak or non-existence.

4.5.3 KRA 5 Efficiency and value for money

IESS capacity enhancement was found to be low in efficiency and had low value for money. KRA 5 was poorly outlined at county level with the exception of environmental ones. Counties had mapped environmental activities required and appropriate strategies were documented. Value for money was reported in compliance with NEMA guidelines which ensured low environmental degradation. Social safeguard activities had a high intensity during situations of calamities such as epidemics, floods, famine and disasters. Counties which had engaged professional sociologists reported high value for money in social safeguards.

4.5.4 KRA 5 Impact

The program development objectives (PDO) on IESS capacity enhancement were found to have a moderate impact on the targeted beneficiaries. IESS activities resulted in increased forestation, management of wetlands and responses to drought and disasters. County governments reported to have increased forest cover during KDSP. Disaster management and preparedness was notable in firefighting equipment and ambulances. However, disaster management was described to be uncoordinated and lacking proactiveness.

4.5.5 KRA 5 Sustainability

Statutory requirements on environment and climate change provide the foundation on KRA 5 sustainability. County governments reported low sustainability on KRA 5 not being clearly defined and financially supported. Enhanced partnership between county governments, donors and NGOs was advocated as a strategy to enhance sustainability. Despite this, secondary data was indicative of an upward movement with theoretical mean scores of 14.62 (73%) in APCA 4, 11.75 (58.8%) in ACPA 3 and 4.1 (20.5%) in ACPA 2. Two counties Murangá and Nyeri) scored 100% with the lowest score being 1.5% (Homa Bay) up from 0% in previous years. The upward trend is indicative of long-term benefits of project outcomes after external support ends.

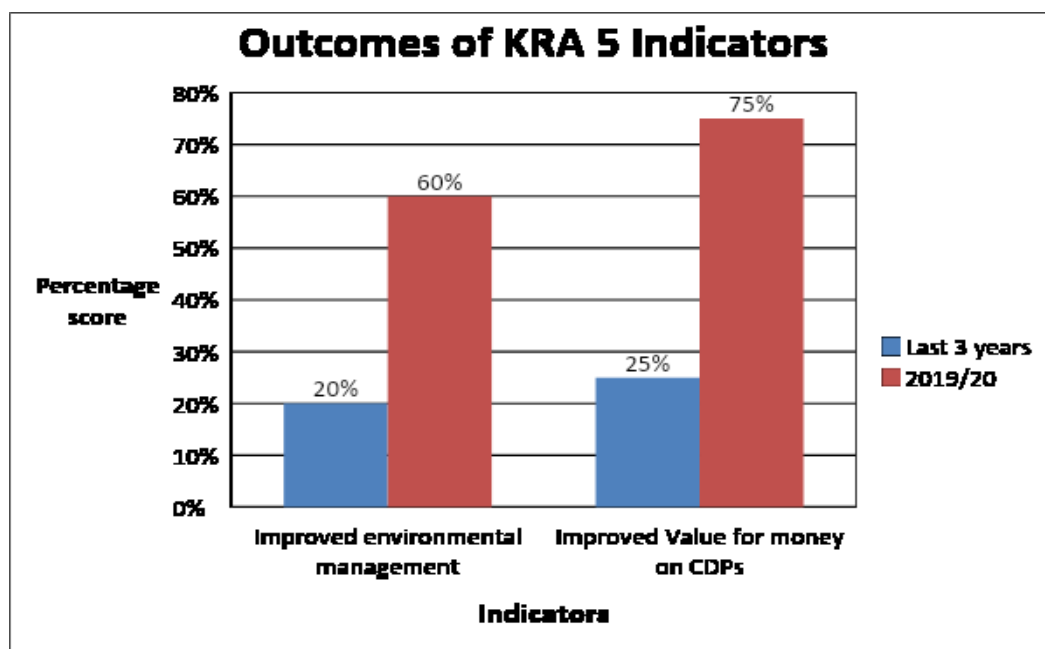


Figure 19: KRA 5 Outcomes over the program period

Source: Bi Annual Report FY 19-20

4.6 KDSP Program Design, Management and Implementation

4.6.1 KDSP Program Design

KDSP design was described to have adequate flexibility which enabled multiple linkages vertically and horizontally across various government structures and functions. Vertical flexibility was found to promote complementarity, which enabled national government and implementing agencies (MODA, SDP, MOPSYGA, Treasury, NEMA, KSG, OAG, CAJ) to offer technical support to county governments. Horizontally, KDSP was found to be effective in promoting integration of functions at county government level which resulted in the needed synergy in the program performance. Integration of finance, planning, budgeting and HR enabled the program to have internal consistency and synergy between functions. The program was described to have well defined capacity building modalities which enabled county governments to contextualize capacity building to local environments and needs. Various county governments exhibited distinctiveness in the program implementation which was dictated by county unique factors despite applying similar program guidelines. The KDSP strategy of Program-for-Results (PforR) provides an incentive mechanism for continuous program assessment, implementation monitoring, competitive funds disbursement and sustainability consciousness.

Competitive funds disbursement required achieving Minimum Assessment Conditions (MAC) for level one funding and Minimum Performance Conditions (MPC) for level two funding. MAC was more of an entry requirement to the program while MPC is more performance focused. MPC prescribes meeting performance criteria in; Compliance with Minimum Access Conditions (MAC), submitting financial statements on time, audit opinion that is neither adverse nor disclaimed, annual planning documents (CIDP, ADP and Budget), adherence with the investment menu, Consolidated Procurement Plans, county core staff in place, functional and operational Environmental and Social Safeguards and citizens' complaint system in place. MPC compliance was found to have increased from baseline of ACPA 1 progressively to ACPA 4 as 0%, 13%, 22% and 38% respectively. Disbursement linked indicators for accomplishing MPC was described to be an effective trigger of ensuring that only performing and compliant counties received the next level of funding.

There were mixed findings on the overall design that involved continuous data collection, reporting and computation of various indices. Some felt that it took too much effort simply to keep up with these requirements, others were however very comfortable, with at least one county intending to adopt a similar PforR framework for all county operations. While it was necessary and effective, there may be a need for the KDSP secretariat to provide greater assistance to counties that may struggle with the record keeping and computational requirements of the program.

4.6.2 KDSP Management

The management of KDSP at national and county levels had effective coordination and complementation. Various government departments at national and county level acted in tandem towards achieving KDSP objective. National government complimented county governments through technical advice. However there were noted overlaps in coordination which require structural reorganization.

4.6.3 KDSP Implementation

4.6.3.1 Capacity Building Modalities

KDSP employed six (6) modalities in undertaking capacity building. They were all greatly appreciated and were effective for the intended purposes. Each was

experienced differently in different counties depending on their contextual characteristics.

(i) Structured Learning

This was the main vehicle through which capacity building was undertaken with training by KSG and agencies it accredited. Three key challenges that stood out, first was that KDSP funds could not be used for administrative payments such as per diem. This meant that CB initiatives that required staff to be out of the station had to rely on internal county funds for administrative support, which was not always available. Secondly, KSG as training and accreditation partner was funded through reimbursement, and had to spend then claim. This compromised their overall effectiveness. Use of KSG for both accreditation and training led to conflicts of interest as it was also in competition to provide services to counties. Finally, KSG training in some cases tended to be generic and was not customized to county needs, or was on things they already knew.

...To avoid redundant training, the counties proposed to be allowed to choose expert trainers, for example, it is important to work with local universities and other training institutions to identify a pool of qualified potential trainers... (CFP, Elgeyo marakwet)

...In a county such as ours, there was no KSG base, therefore the county had to sign an MOU with Baringo county. However, due to travel logistics to the training, a lot of time and money was wasted in between movements. There was a need for accreditation from internal trainers as a key motivator to the trainees. (CFP, Narok)

(ii) Equipment

When the 47 counties were established, they needed to start from scratch especially on equipping offices and personnel. All counties surveyed greatly appreciated the equipment bought through the programme such as computers, laptops, office furniture, and filing cabinets that made it easier to work professionally. However, Lamu County as a case in point has not utilized CB funds even for equipment and thereby negatively affecting service delivery. Most respondents expressed a wish of continuation of the equipment provision as it is still very necessary and impactful.

(iii) Guidelines and regulations

CB, through support in developing guidelines and regulations, was found to be very effective as it established the foundation for long term systems and governance improvement. It was observed that supportive Governors and County Assemblies were essential to pass them as legislation. In almost all cases, these were well sensitized and supportive.

(iv) Systems Development and Rollout

Many counties implemented and rolled out various systems, mainly in PFM, Audit, HR&PM, and PM&E. delays were observed in certain cases due to project related factors, but such are to be expected as the counties also build capacity in project management. It was a relevant, effective means of capacity building.

(v) Knowledge Sharing (peer learning)

This was found to be a very effective means of capacity building, and was said to be better than formal training in some cases. However, its implementation was compromised by the need to pay per-diems when staff visited other counties. For example, Taita Taveta did not benefit as much owing to this problem as they would have to use other county funds elsewhere to make such administrative payments.

It was strongly suggested that this should be upscaled and given greater support and prominence in the next phase.

...Peer learning was very effective having attended Public Participation in Makueni and the people in Makueni visited Kilifi County for Traffic Marshal Training. we are now able to do Public Participation through online programs ...(CFP, Kilifi)

(vi) Technical Assistance and on the Job Learning

This was also found to be effective, however the need to pay for upkeep of requested TAs meant that some counties could not take full advantage of their expertise.

4.6.3.2 National and County Governments Complementation

National and county governments were found to have worked in tandem in the implementation of KDSP. The national government implementing agencies (MODA, SDP, MOPSYGA, National Treasury, NEMA etc.) played a vital role in facilitating KDSP successful implementation and performance. The agencies provided; technical assistance, guidelines and procedures, systems rollout, equipment procurement, structured and peer learning, as well as knowledge exchange. County governments reported to have received adequate technical assistance and advisory support from national government agencies. The support was described to be both generic and demand driven. Generic support was based largely on areas of IFMIS; PM&E; guidelines and procedures on systems of audit, management and online grievances reporting. County governments

reported a need to improve on coordination between national and county governments in provision of technical support.

The program was described to be prescriptive with unrequited input by county governments on contents and scheduling. Demand- driven support was notable in equipment procurement and peer learning and knowledge sharing. County governments reported a coordinated procurement of technical equipment from national governments after submitting their approved requests. KSG was responsible for implementing annual planned activities to address county capacity gaps in all key areas to be met through training. County governments indicated having received CB training from KSG in physical form and virtual form during COVID- 19 epidemic. The training was described as generic and failed to address the contextual need of specific counties. Counties requested for improvement on; training programs, quality of trainers and learning materials. County governments' overall perception of national government support was satisfactory and required more improvement and participation for future programs.

Counties however felt strongly that they ought to have been more involved in the programme design to ensure that it addressed their needs better. While the completed phase addressed basic capacity needs, systems and processes for new entities (counties), the next phase should be more responsive and include possibilities for new KRAs that could differ from county to county, and allow for greater participation of local partners such as nearby universities to complement national level support.

...counties would like to be involved in the design of the program...(CFP, Trans Nzoia)

...there is need for local involvement to create a sense of ownership...(CFP, Narok)

.... counties should be allowed to choose their own KRAs based on their needs... (CFP Kisumu)

...there was also a need for clearer guidelines to KRAs on implementation...(CFP, Embu)

...the focal person should not be a local. We need to have a neutral person who has no biases, (CS, Tana River)

...it was important to work with local universities and other training institutions to identify a pool of qualified potential trainers....(CFP, Elgeyo marakwet)

4.7. Emergent Findings on Implementation

The qualitative interviews were open-ended and thus led to a discovery of new issues on staffing, domiciling of programs and transition management, capacity building, and the possibility of new KRAs.

Respondents raised a number of issues regarding staffing. First, it was suggested that for the focal person to be unbiased, they ought to be from a different locality (CFP, Tana River). Secondly, the domiciling of programs should be well thought of as there was a mismatch of skills with some KRAs. This affected the efficiency and effectiveness of the KRA. The respondents also observed that officers involved in the project should be also expected to have clear job descriptions with measurable outcomes. Transition management within the county administration and for KRAs was also noted to have a great impact on the flow of the project.

On capacity building, it was recommended that top management of the counties be included as it would also be critical to their understanding and buy-in of the project. They control the actual implementation systems and funds for the program.

It was also observed that the KRAs need not need to be standardized, rather, they should be based on needs and potential of each county. This means that KDSP could in future allow for some basic shared KRAs and with some variability in others.

5.0 PERFORMANCE GRANTS EVALUATION (LEVEL 2)

Receipt of Level 2 funding of KDSP to qualifying county governments is a strong indicator of their compliance to Minimum Performance Conditions (MPC) outlined in the program design. Level 2 funding is a performance grant or investment fund disbursed to eligible county governments to undertake projects considered to meet the needs of the respective citizens. At national level, KDSP was found to have mainstreamed its support to government projects whose impact on poverty reduction elevates living conditions in the devolved governments. About 144 sub-projects were found to have been implemented by county governments across rural roads, water, health, trade and agriculture. Fifty-one percent of these projects have been in health, 21 percent in water, 15 percent in trade including rural markets, 7 percent in agriculture and 5 percent in rural roads. Many were successful and met beneficiary expectations, we shall highlight a few we encountered for illustration.

5.1 Performance Grants Success Stories

5.1.1 Agriculture Projects

Agriculture projects are a response to the negative effect of climate change on land productivity. The projects funded by KDSP support small-scale farm holders to adopt farming mechanisms that mitigate adverse effects of climate change such as erratic rains and seasons, soil degradation and pests. Counties of Laikipia, Nakuru, Meru and Makueni reported success stories on agriculture. Makueni is a case in point.

The Makueni integrated grain value addition plant

Pulse production is a major livelihood activity in the mid and lower zones of the County. The activity plays an important role in farming systems and the general economy of the County. The main pulses produced in the County include green grams, cowpeas, beans, pigeon peas and dolichos. In 2020 farmers were cultivating pulses on 24,947 hectares (ha) of land, involving an estimated 120,000 households, producing 203,870 tons of pulses. The programme's overall objective was to promote value addition of pulses for improved incomes of small scale farmers. Since the success of the project, farmers can now rejoice because they have an alternative market for their produce thus earning better incomes. In addition, farmers will benefit significantly from improved market information systems, and increased capabilities to engage with value chain actors regarding production, bulking, input access, price negotiation and targeting production through the cooperative society. In addition to the benefits to the County, other counties are also benefiting from Makueni as a benchmark for climate smart agriculture.



Figure 20: Warehouse used in climate smart agriculture project, Makueni County

Kutulo water pan and Irrigation Project is located at Kutulo sub County, Mandera County. The project targets one thousand five hundred (1500) acres of irrigable land and 1600 farmers as beneficiaries.



The main source of water is 200,000m³ water currently under construction. The project target, is to determine and develop an optimal irrigable area within Malbe village through the development of efficient conveyance and irrigation systems including water storage reservoirs.



Figure 21: Kutulo Malbe Water Pan & Irrigation Project, Mandera County

5.1.2 Water and sanitation projects

Narok, Meru, Uasin Gishu and Nyeri counties reported success stories on the projects. Kenya water and sanitation projects under KDSP were found to have a higher concentration in rural areas. Citizens reported deep satisfaction with the

provision of clean water for drinking and small-scale irrigation. The projects saved on time used in fetching water and guaranteed water hygiene. Nairobi, Laikipia, Kilifi, Taita-Taveta, Narok, Busia counties presented success stories on water and sanitation projects. Here is the Busia story:

MUNDIKA HYBRID SYSTEM-A BOOST FOR 65,000 WATER USERS IN BUSIA COUNTY

About 65,000 people, an equivalent of 7,500 households, in Matayos and Teso South Sub Counties within Busia Municipality are now enjoying uninterrupted water supply from the Mundika Water scheme. This follows the operationalization of the hybrid system that entails pumping water using solar during day and electricity at night; the move has borne fruit for town residents who could go without water for a couple of days due to power cuts owing to unpaid power bills. The scheme used to attract a monthly bill of over Sh3 million, noting that with the introduction of the new system the County Government of Busia will make a saving of 50 per cent in bills paid to Kenya Power and Lightning Company. The Sh45m project funded by the World Bank through the Kenya Devolution Support Programme (KDSP) also entailed rehabilitation of the water works, revenue automation and repair of damaged pipes for Busia Water and Sewerage Services Company (BUWASSCO). The hybrid system is now the way to go for the County Government in order to cut on annual electricity bills that amounts to about Sh300 million from its water schemes across the County. The Mundika project is now covering 7,500 households, noting that it was only serving 2,500 households. The aerial view of modern solar panels at Mundika, that traps sunlight energy from the sun to produce solar electricity, is a confirmation of the county's commitment to embrace the hybrid system. The use of the sun as an energy resource is gaining popularity because it cannot be exhausted, it's freely and readily available, and energy from the sun does not pollute the environment.



Figure 22: Mundika solar panels by Busia County

5.1.3 Projects in Health

Projects on health under KDSP were described to have the biggest impact since health is the largest devolved function. Evaluation findings were that KDSP health projects span across all the counties as evidenced by health centers put up or completion in progress, equipping the health centers with specialized equipment, and capacity building of medical staff. KDSP support on COVID- 19 to the health system of the government enabled counties to enhance disaster preparedness on the epidemic. Counties managed to quickly respond to the epidemic challenges by setting up COVID- 19 wards and isolation centers, buying ventilators, setting up oxygen plants in level 4 and 5 hospitals and conducting awareness to citizens. Elgeyo Marakwet, Kisumu, Kilifi, Kiambu and Kisii counties among others had success stories on health and COVID- 19 under KDSP. Here is a case of Nduru Level 4 Hospital in Kisii:

The Project scope consists of out-patient and inpatient blocks to enhance accessibility to quality healthcare services. About 298,033 people in the catchment area will now access affordable health services since they will not incur the costs of travelling long distances to Kisii town to seek these services. 7500 out-patients who seek medical services monthly (90,000 per annum) will now be served from the new facility. In-patient capacity of the hospital will move up from the current 20 bed capacity to 100 bed capacity. This will ease the burden on patients who have been travelling long distances to seek hospital admission. Annual in-patient capacity of the hospital will go up from the current 3500 to 25,000. The infants' deliveries at the maternity wing will increase from the current 960 per year to about 4800 per year. Thus providing an opportunity for more mothers to use the facility. Additionally, there will be a reduction in Infant and maternal mortality. With the establishment of a dental unit through this project, the number of patients who will benefit is estimated to go up from 1200 to about 3600 annually since there are others who seek these services elsewhere but may now come to the facility. The public will benefit from the theatres and diagnostic equipment, citizens from the neighboring Migori and Narok Counties will also benefit from medical services at this facility.



Figure 23: Nduru level four hospital in Kisii County

5.2 Performance Grants Achievements by Assessment Criteria

Level 2 performance grants were evaluated on the criteria of relevance, effectiveness, efficiency and value for money, impact and sustainability in

respective counties. Level 2 projects were identified from county records and evidenced through physical observation. Direct interviews to validate the beneficiaries' perceptions on the projects were undertaken. A summary of the projects undertaken on Level 2 funding is presented below.

Table 14: KDSP Project Summary Per Sector

S/NO	Sector	No. Projects	No. Projects FY 2021/22 (Proposal Stage)	Total
1.	Health	56 (47 %)	20	76
2.	Water	27 (22 %)	5	32
3.	Trade	15 (12 %)	1	16
4.	Connectivity	10 (8%)		10
5.	Agriculture	8 (7 %)	3	11
6.	Education	5 (4%)	1	6
	Projected Additional No.		20	
	TOTAL	121 (100 %)	50	171

Source- Council of Governors Projects Implementation Report, 2019/2020

For the 121 projects funded in FY 2016/17 and 2017/18, Figure 24 below represents the completion level:

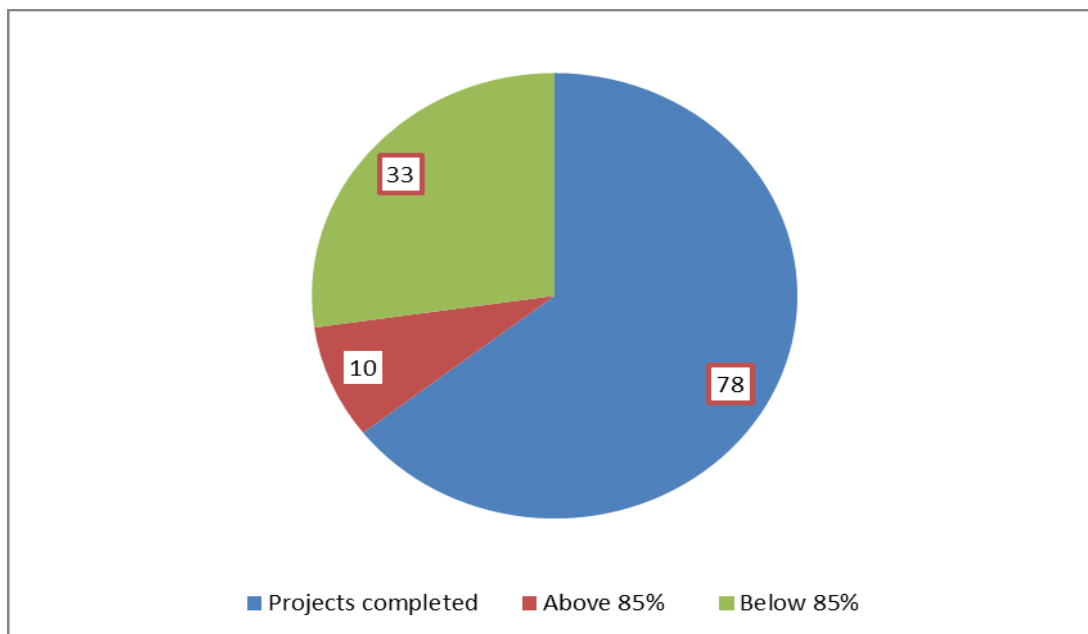


Figure 24: Completion level of 121 projects funded in FY 2016/17 and 2017/18

Source: KRA 5 Project Implementation Lessons Learnt 2

The completion levels are remarkable given the large number of stalled public projects in Kenya estimated at Kshs 9 trillion, with efforts in place to negotiate and cancel 437 of them to stem losses from contractual claims (*Business Daily*, June 2021, Dec 2021). KDSP project's impressive completion rate may be explained by the direct linkage to the results framework, associated incentives, and improved financial management and a strong M & E component.

5.2.1 Relevance

Level 2 grants achievements were found to have high relevance in being consistent with national and county governments requirements, needs, global priorities and GoK policies. The grants were found to meet county needs of enhancing delivery of quality services since they addressed citizens' needs in key sectors of; health, water, trade, connectivity, agriculture and education. Level 2 projects in agriculture enhanced food security at family and county level. Global and partner's priority of climate change is addressed by level 2 funding of smart agriculture projects while global Sustainable Development Goals (SDGs) are addressed by water and sanitation projects under Kenya water and sanitation program. Health projects which form the bulk of KDSP projects have consistency with GoK policy of universal health for all. Kisumu county expressed relevance of KDSP project in addressing the education needs through building of education

facilities to support Government education policy while Nakuru and Nyandarua expressed relevance of the KDSP projects in supporting Government policy of food sufficiency and enhancement of nutrition value.

5.2.2 Effectiveness

The projects under Level 2 funding were described to have effectiveness in achieving KDSP objectives. The projects were managed and implemented following the knowledge and competencies gained through capacity building in level 1 part of KDSP. The projects were found to have indicators of recording, procurement procedures including tendering, defined time frames for project start and completion, responsible authorities and public participation. Auditing of the projects was found to have been undertaken in line with audit guidelines prescribed by Office of the Auditor General (OAG). Lapses were however noted in separation of KDSP projects and county projects funded by the national government. Effectiveness can be gained by fully separating SPA on IFMIS. KDSP level 2 performance projects were also noted not to be fully integrated in counties CIDP thereby reducing the level of effectiveness in furthering the purpose of the program. Project beneficiaries in the counties of West Pokot, Meru and Kisumu reported effectiveness in the KDSP projects

5.2.3 Efficiency and value for money

Efficiency and value for money in KDSP level 2 funding was found to be high in all the counties where the projects were evaluated. The project's budgets received no adverse opinion from the OAG implying that there was budgetary compliance. Additionally, most of the projects were completed on time. An analysis of the 121 level 2 projects for the financial year 2020/2021 completion rate indicates that; 78 had been fully completed, 10 had over 85 % completion and 35 were below 85 % completion. Quality of the projects was reported to be of high standards with most counties including West-Pokot and Tharaka-Nithi citing top -of- the- range medical equipment. Investments in health were massive - health comprised 46 % of the total KDSP projects. Council of Governors report 2020/2021 indicate that health projects had; over one million beneficiaries, 2700 additional COVID- 19 isolation bed capacity, installation of over 10 oxygen plants, upgrading and equipping of hospitals and a high response to COVID- 19 epidemic through sensitization. Over 90 % of the respondents interviewed expressed the opinion that KDSP projects at county level had a high efficiency and value for money.

5.2.4 Impact

The impact of Level 2 performance grant was reported to be very high by most of the respondents in the counties. Projects had a real impact on the targeted beneficiaries. Indicators contained in the KDSP result framework were found to have high prevalence in the KDSP projects. Health projects whose targeted impact for beneficiaries was improvement in delivery of health services was described by the respondents to have very high impact. Health -related projects including COVID- 19 reached a wide population (over 1 million), and reduced distance covered to access health services by ensuring health centers are located at sub-county and ward levels. Further, upgrading of hospitals to level 4 and 5 ensured availability of high standard medical equipment and health services . Trade and connectivity projects were described to have moderate impact as they focused more on urban markets. The projects under GoK Kenya Urban Roads projects included street lighting and drainage systems in trade centres. The impact of water and sanitation projects was described to be moderate. Findings showed that there was poor demarcation between water and sanitation projects under the national government and those of KDSP hence difficulty in assessing program impact.

5.2.5 Sustainability

Sustainability of level 2 performance projects was described to be high. The projects addressed direct needs of the citizens with health and water accounting for about 70% of the total projects. The projects would be incorporated in county governments plans since health and water are part of devolved functions as per constitution of Kenya 2010. Respondents indicated that the participatory approach embraced by KDSP in project identification, management and implementation created a sense of local community ownership of the projects. The knowledge which has been imparted to the counties through KDSP training will be disseminated to future county staff and hence enhance level 2 project sustainability.

6.0 CONCLUSIONS

1. KDSP has largely achieved its objectives to a very large extent and can serve as an excellent model for other similar programs.
2. KDSP was evaluated to have high relevance in its objective of enhancing capacity building at county and national levels. Institutional capacity, systems development and strengthening, coordination and integration of functions, and enhancement of citizen's participation addressed the needs of intended beneficiaries.
3. Effectiveness was above average for Kenya due to its clear well targeted objectives and the p-for-r program design that led to motivated actions at county and national levels. However it was negatively influenced by financial, structural and design factors in certain areas.
4. Efficiency and value for money was fair but mixed largely due to implementation challenges. Audit opinions from OAG indicated a decrease in adverse opinions but an increase in qualified audit opinions over four-year cycle audits.
5. Impact of KDSP was high at institutional, organizational and individual levels having satisfactorily impacted the needs of targeted beneficiaries. Level 2 grants for projects had high impact since they were more on projects close to life and well-being of the citizens; water, agriculture and sanitation
6. KDSP gains sustainability is not guaranteed at the moment as phase one covered basic capabilities and a reliance on development partner support finance model. However, visible initiatives towards mainstreaming KDSP gains into county planning, operations and budgetary systems are pointers to its eventual success.

6.1 Relevance, Effectiveness, Efficiency and value for Money, Impact and Sustainability

This KDSP EOP evaluation has been carried out following the best practices and principles of programme evaluation. This report evaluates the program and its key result areas based on the criteria of relevance, effectiveness, efficiency and value for money, impact and sustainability, and makes recommendations on and design, management and implementation. The evaluation was carried out

through a research study using both primary and secondary quantitative and qualitative data from all counties and supporting national ministries, departments and agencies. The findings were analyzed using descriptive and inferential statistics, and thematic content analysis. Findings from these analyses were triangulated to arrive at the final conclusions. These are presented per criteria below:

6.1.1 Relevance

The extent to which the objectives of a program are consistent with participating National MDAs and county governments' requirements, country and organizational needs, global priorities and partners' and GOK's policies

KDSP was found to be highly relevant for the intended purposes with clear evidence from national level, program level, and for individual KRAs at county level. The program was articulated in targeting institutions, systems and implementation methodologies whose capacity enhancement addressed the needs of national MDA's and county governments. KDSP was found to be well aligned to GOK's policies and played a complimenting role in ensuring delivery of quality services to the citizens as envisaged in the devolution system in Kenya constitution of 2010. The key indicators identified in the KRA's were found to have adequacy in addressing the needs of the stakeholders.

However, KDSP needs to deepen the relevance by contextualizing the KRA's to the special needs of respective counties. Key global priorities like climate change would deepen the relevance of the program. Deepening of the relevance calls for a review of KRA's in the next phase of KDSP program.

6.1.2 Effectiveness

If the results have furthered the achievement of the purpose of the Program, or are expected to do so in the future. The evaluation will be made against the related indicators.

KDSP was found to be moderately effective in achieving specified indicators for individual KRAs at national and county levels. The P-for-R model adopted in the program provides intrinsic motivation to individuals, organizations and systems to achieve the desired outcomes. The ACPA system was observed to promote effectiveness through continuous evaluation. ACPA indicated continuous improvement from 33% (2015/16), 41% (2016/17), 64% (2017/18) to 89% (2018/19).

EOP noted a beyond expectations achievement in most of the KRA indicators, while level two projects completion rate was remarkable compared to other public projects. Of the 121 level 2 projects undertaken in FY 2016/2017 and 2017/2018, 78 were found to have been fully completed, 10 had above 85 % completion while only 33 had below 85 % completion. The increased number of counties' compliance with MPC's set in the program was an excellent indicator of effectiveness in achieving the program's purpose. Complementary roles between national government, implementing agencies and county governments contributed to KDSP effectiveness in delivering on its mandate.

However, effectiveness of KDSP was negatively affected by a number of financial, design and structural challenges which includes;

6.1.2.1 Financial challenges included;

- (i) Delays and uncoordinated disbursement of finance to counties led to late completion, and congestion of training towards the end of the government's calendar year.
- (ii) Limited funding to supporting institutions at the national level - MDA's and government departments - was deemphasized with attention being given to counties. This affected effectiveness in the coordination efforts.
- (iii) Administrative financial support to cater for transport and other logistics in program implementation was left to counties. The counties were found not to have incorporated this aspect in their budgets.
- (iv) The finance model at the national level due to (i), (ii) and (iii) above was described as **finance-evaluate-reimburse (FER)** model. The preferred model would be **finance-implement-evaluate (FIE)** model whereby funds would first be available to MOD and implementing agencies. Reimbursement was characterized by bureaucracy which negatively impacted on effectiveness.

6.1.2.2 Design Challenges

- (i) The "head office" syndrome was noted in the coordination of KDSP activities. The syndrome was both vertical and horizontal.

Vertical "head office" syndrome was between the two levels of government. The national implementing agencies were found to have an

attitude of being at a “higher level”. Equally the counties viewed national implementation agencies with some skepticism especially on cash disbursement and compliances.

Horizontal “head office” syndrome was between departments at the national level. MOD was to some extent found as “not letting go” and held a grasp over KDSP activities where it is domiciled. The National Treasury was politely described as a reluctant team player over disbursement and reimbursement of funds. Other agencies; KSG, NEMA and OAG suggested improvement in coordination by the KDSP secretariat. This syndrome was suggested as the explanation as to why no capacity building for these institutions took place as it would reduce the power and perceived relevance of the national government in county affairs.

- (ii) Overlaps and absence of clarity in both KRA 4 and KRA 5 affected effectiveness in task allocation, competence-based positioning and evaluation. Counties decried confusion on the two during implementation.
- (iii) The disbursement links (DBL) were found to be more skewed or wide at the national level and narrow at the county level where timely disbursement of funds is required. With 8 DBL at national level, the counties activities had more reliance on national level for funds, leading funds flow bottlenecks

6.1.2.3 Structural challenges

- (i) County focal persons were found to be more endowed with knowledge and skills on KDSP activities compared to their county senior officers. Responsibilities for the program at the county level was however placed on the senior county officers, a situation which demoralized some CFPs and KRA FPs.
- (ii) Generic training offered by KSG failed to address the contextual situations and more often was theoretical rather than practical. The training programs failed to adequately address real situations which would have enhanced effectiveness
- (iii) Communication breakdown was reported at counties where KDSP cash is disbursed and the same is not communicated to CFP and KRA focal persons. Delayed expedition of funds already available at county level reduced the level of effectiveness.

6.1.3 Efficiency and value for money

How well the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned.

KDSP was found to have moderate or mixed performance on efficiency and value for money as indicated in all KRAs. The overall program achieved intended results in terms of quantity, quality and timeliness. Resources were efficiently acquired through IFMIS procurement system, applied to the intended purpose and transformed to the planned results. Informants indicated evidence of equipment, projects and facilities acquired under KDSP and which were enhancing delivery of quality services. Level two projects were completed reasonably within time lines stipulated before project commencement.

However, Implementation challenges of delayed disbursement of funds, operational processes and coordination were cited to have reduced KDSP efficiency and value for money. OAG audit reports and opinions of the period between FY 2013/2014 - FY 2017/2018 (Fig 12, pg. 29) when used as a measure of efficiency and value for money provide a mixed view. Disclaimer opinions decreased from 39 to 5, an indication that county governments had improved on accounts and financial recording as per KRA 1 and thereby enabling OAG to carry out the audit. However, the qualified opinions increased from 3 to 35. This could be an indication of reduction in governance standards. More likely is that more counties had reports that could actually be audited, but that still needed improvement, since adverse opinions went down, and disclaimers dropped from 39 to only 5 counties. Notably, the OAG audit report and opinion indicated positive improvement with 2 counties receiving unqualified opinion in FY 2017/2018 after only two years of KDSP implementation. It can therefore be interpreted that KDSP capacity building efforts have succeeded in promoting resource governance at the county governments. The audit reports for FY 2018/2019 and FY 2019/2020 were delayed largely due to covid 19 epidemic. UNES is of the opinion that OAG reports and opinions will reflect more county governments with unqualified opinions and therefore improved efficiency and value for money when OAG carries out these audits.

6.1.4 Impact

How well the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned.

KDSP had a high impact on the intended beneficiaries at institutional, organizational and individual levels. At institutional level the program provided guiding frameworks to support achievement of performance indicators. The frameworks were technological (IFMIS) and financial (KRA 1), planning, monitoring and evaluation (KRA 2) and public participation (KRA 4). Organizational level impact occurred through introduction of operational systems which enhanced performance and delivery of services. Systems of performance management (KRA 3), environment management (KRA 5), budgeting (KRA 2) and procurement (KRA 1) had a high impact on the organization's work methods and performance. KDSP impacted individuals' skills through strategic training by KSG. Peer learning between counties in areas where they have distinctive competencies enhanced staff confidence in performance at counties. Peer learning from Makueni County on KRA 4 was described by staff from other counties to have impacted on their confidence and competence. KDSP level two projects on health, water and agriculture were described to have a high impact by the interviewed beneficiaries.

However, KDSP impact was reduced by a number of design and operational factors. Overlap between KDSP and government level 2 projects made it difficult to assess the impact of KDSP projects. Nyandarua county reported parallel government and KDSP water projects which made it difficult to assess the project's impact. Quality of training by KSG was at times low on relevance due to its generic nature, mode of delivery and congestion of training towards year end and hence had reduced impact. The designs of KRA 4 and KRA 5 were found to be generic, broad and lacking depth for meaningful impact. Respondents were of the view that there was more emphasis on KRA 1, 2 and 3 to the detriment of KRA's 4 and 5, and hence their low impact.

6.1.5 Sustainability

The degree to which the benefits produced by the program continue after the external support has come to an end. The degree to which the benefits produced by the program continue after the external support has come to an end.

The sustainability of the program is not fully guaranteed since it is externally supported through donor funding. Sustainability of project gains is dependent upon renewal of the funding by the donor or national government continual guaranteeing of external loan funding. However, the county governments have a key role of ensuring the sustainability of the program by assimilating knowledge acquired, systems implemented, technology transferred and linkages established into their operations and budgetary process so that they become part of county performance management systems through KPIs. CFPs at the county level would train other staff to ensure tacit and explicit knowledge transfer, thus assimilating KDSP frameworks in planning, budgeting, procurement, revenue management and environment sensitivity into county operations. Establishing and strengthening peer learning and inter-county linkages would enhance sustainability of gains once external support comes to an end. Kilifi County was noted to be in the process of assimilating budgetary planning frameworks into the county government systems. Makueni county's "Devolution Desk" is a model to ensure continuity even with election related governance changes. Again, peer learning from Makueni county by others on KRA 4, can be a learning model to ensure sustainability of KDSP benefits.

6.2 Program design, management and implementation

The degree to which the program design, management and implementation assisted or hindered in the achievement of program objectives. The evaluation will be made against best practices on program management and similar programs in other countries.

6.2.1 Design

KDSP design was an enabler in achievement of the program objectives through the P-for-R approach which provided a motivation drive for initiatives and innovations. The performance-based approach was adequately cascaded to key structural areas of funds disbursement and level 2 projects grant. The disbursement link indicator (DLI) acted as efficient triggers to funds disbursement. Level 2 projects grants were only granted to counties which had met minimum performance conditions (MPC). The design of the program accommodated complementation between national and county governments and enabled integration of different KRA's activities to generate synergy. Some KRA 1 functions were integrated with relevant ones in KRA 2 in the areas of finance, planning and budgeting to ensure synchronization of financial resources with the county's strategic ADP's. The capacity building modalities in KDSP incorporated use of technology, structured and unstructured learning and systems development. The modalities facilitated technology transfer, explicit and tacit knowledge transfer

and county governments organizational coherence through systems development

However, KDSP design was noted to have bureaucracy and complexity which impaired coordination efforts. The hierarchy of the program is blurred at the national level with respective MDA's having more allegiance to their respective government departments just like other matrix structure models. The secretariat which is the heart of KDSP was noted to lack adequate authority necessary for effective assertion, coordination and enhanced relevance. The secretariat has a high staff turnover and a weak link with the Council of Governor's secretariat with the latter portraying a more political inclination. At the county level, KDSP design was noted to be well aligned to KRA's with a high emphasis being placed on specific functions.

6.2.2 Management

The management of KDSP was clearly defined in terms of responsibilities to institutions and positions. The roles are clearly defined with minimal overlaps and hence little duplication. Stakeholders' representation in management of KDSP was adequate and gender balance was observed in most of staff positions as required in KRA 3 and the county service boards. With multiple players representing diversified interests in the management, effective coordination is singled out as the critical management aspect in KDSP. Communication aspects of timeliness, information relevance, feedback mechanisms and loading are critical to effective coordination. Despite notable shortcomings which require adjustments, the management of KDSP is adequate.

However delayed communication characterized with very short notice deadlines from national governments to county governments were observed. The feedback mechanisms were observed from physical and electronic records to be weak with several reminders. While the governor and county secretary (CS) had the overall responsibility of KDSP at the countries, CFPs were found to be more knowledgeable on KDSP despite the hierarchy requiring them to report to CS. A number of CFPs complained of bias in staff allocation from their superiors especially on KRA FPs responsibilities which diminished harmony in team working. Most of these complaints were on KRA 4 AND KRA 5 where their scope is very wide and performance indicators aren't clearly defined.

6.2.3 Implementation

KDSP implementation or execution of mandate is guided by the P-for-R approach in the design of the program. The national government and the implementing agencies are entrusted with providing technical and financial support to county government institutions. The KRAs (1-5) form the critical cogs around which the

program implementation rotates. Performance indicators outlined for each of the KRAs acts as implementation targets and benchmarks for program performance evaluation. The overall implementation responsibility for each KRA is placed on respective institutions at the national level - KRA 1 (NT), KRA 2 (SDP), KRA 3 (MOPYGA/KSG), KRA 4 (MOD), KRA 5 (AGENCIES). The KRAs are cascaded to county levels whereby CFPs oversee their implementation. Respective KRA focal persons (KRA FP) are appointed at the county to oversee its implementation. Funding for implementation is defined on disbursement links aligned to each of the KRAs. Level 2 projects are implemented against Level 2 funding for the projects identified in county strategic ADP.

Implementation of KDSP was found to be timely with the responsible institutions and individuals effectively playing their expected roles. 78 % of level 2 projects were timely implemented with the most of the others having over 85 % completion. KRA performance indicators were found to have been achieved in most of the counties. The upward trend of ACPA is an indication of effective implementation of KDSP. The implementation at the county level was highly facilitated by the relevance of KDSP in addressing county and citizen needs. Institutional capacity enhancement and skills development of county employee's enabled timely implementation of KDSP. Structural efficiency in; clarity of roles, clarity of expected outcomes, continuous monitoring and evaluation influenced implementation of the program.

However, KDSP implementation was hampered by inefficiencies in communication, coordination and in funds disbursements which compromised value for money at the counties as indicated by AOG audit report for FY 2415/2016 - FY 2017/2018. Disbursement of funds behind scheduled program timelines negatively affected implementation by necessitating crash programmes for the tasks and activities implementation by counties. Lack of clarity in definition for KRA 4 and KRA 5 was explained as a major cause of their poor implementation.

7.0 LESSONS LEARNED FOR FUTURE PROGRAMS

The following lessons were learnt from KDSP and would be applied to similar future programs;

1. Financial Management

Financial management systems are critical to effective generation and management revenue resources. Technological applications in areas of revenue, procurement and financial reporting enhance delivery of service at the county level.

OAG role is critical in providing information and opinion on transformation of resources to the intended objectives. Audit opinions of disclaimer, qualified, adverse and unqualified are useful in determining efficiency and value for money. There was a co-relationship between performance and audit opinion with counties having qualified opinions scoring lower in performance.

2. Programme and Project Management

Effective project and program management requires clarity in conceptualization for effective implementation, monitoring and evaluation. The KDSP concept was clearly articulated to the intended actors and beneficiaries, a factor which contributed to its effective implementation.

3. Team Working

Coordination of multiple players with a common objective and integration of processes contributes to synergy and effectiveness. KDSP coordination of various players at national and county levels as well as integration of KRAs processes contributed to effectiveness

4. Information Management

Information flow within the program is critical for coordination and effective multi sectoral working. The flow enables exchange of vital data for analysis and use in the decision-making process. Digital technology applications of internet and Management Information Systems were found to have played a vital role in coordination between national and county governments and between the various work units at the county level.

5. Leadership

Leadership is critical for successful implementation of programs in organizations. Leadership provides vision and the supportive resources and incentives to drive the program. The vision guides design and implementation of activities to support implementation of the program. Effective leadership motivates employees and supports innovations and initiatives designed to support the program. Leadership at the county level was found to influence KDSP program performance in MCP where failure of some counties to qualify for level 2 funding was explained by inadequate county leadership. Similarly, continued MOD and KDSP secretariat leadership and guidance to CFPs is crucial to effective outcomes.

6. Public participation, governance and program performance

Public participation and governance influence program performance by ensuring that diversified interests create an embedded vision which binds them together in successful implementation of the program. The vision creates long lasting partnerships which lead to program ownership. Governance issues which negatively influence efficiency and value for money are reduced leading to effectiveness and enhanced program performance. Public participation in KDSP resulted in building citizens' partnership with the county governments where KRA 4 was effective such as in Makueni.

7. Knowledge management and distinctive competencies

Knowledge is continuously created during the program process and at all the levels of the government. There is therefore a need to ensure its management through dissemination or sharing and storage. Explicit knowledge is effectively shared when codified in and stored in purpose designed platforms. Tacit knowledge endowed in systems and individuals leads to distinctive competencies and is disseminated through observation and peer learning. KSG knowledge platform was noted to be effective in storage and dissemination of codified explicit knowledge. Kilifi County was noted for distinctive competence in for KRA 5 which was disseminated through peer learning to other counties. The need for a fully operational national level digital knowledge sharing hub cannot be over-emphasized.

8. Sustainability and Resilience

Sustainability strategies are required in development and implementation of programs. The strategies would ensure the program's life after exit of the external support. Resilience is important for the programs to withstand disruptive uncertainties which may interfere with the program planning. Development of sustainable projects is important for continuity and posterity. Sustainable strategies proposed included knowledge transfer strategy, maintenance of program structure, mainstreaming project practices into county planning budgetary process, culture change perpetuation and long-term planning beyond a program lifespan

Prioritization of projects in line with SDGs and the country development policies enhance sustainability, increase impact and align to global priorities. For example, sectoral projects on climate smart agriculture and Kenya water and sanitation projects were found to have more impact on citizens when integrated into KDSP.

8.0 Recommendations and Way Forward for KDSP; for other similar programs; as well as for the future programming of the GoK

1. KDSP renewal and continuation

KDSP has positively impacted on county government delivery of quality service through institutional capacity building and the program is recommended for renewal and continuation for another five years. GOK is advised to strengthen partnership with development partners for renewal and coordination of KDSP.

2. KDSP restructuring and reconfiguration

KDSP was conceptualized in a capacity environment of newly created devolved units which was low. Harmonized capacity building through NCBF was energized by KDSP resulting in a change of capacity environment. The initial KDSP model needs to be restructured and reconfigured to address the new capacity environment of county governments and build on the knowledge gained from the program.

UNES recommends restructuring and reconfiguration in the following areas of KDSP;

(a) Program design

- (i) The P-for-R approach with measurable multi-level performance progression should be enhanced and maintained.
- (ii) KRAs model of the program service delivery should be maintained with the following modifications;
 - a. KRAs should be increased to above the current five to cater for different contextual needs of the counties. Core and non-core categories should be created whereby core ones address the vision of KDSP and non-core address the different contexts of counties. The core KRAs with more weighting should be compulsory while non-core with options could have less weight.
 - b. Participation in reconfiguring KRAs is recommended with CFPs who were found to have practical knowledge and experience on the working of KDSP being involved.
 - c. KRA 4 and KRA 5 which were noted to have ambiguity and overlap require reconfiguration to create coherence and create required clarity for relevance and effectiveness

(b) Program structure involving complementation of national and county governments and the MDAs need following modifications to enhance coordination and avoid communication and feedback challenges;

- (i) Empowerment of the KDSP secretariat to enable it develop assertiveness in coordination function is recommended. The secretariat is somewhat passive when dealing with actors outside the MOD, especially the COG and the treasury. Counties at times bypass the secretariat and deal directly with other agencies or government departments.
- (ii) A 'Devolution Desk' managed by competent persons are recommended for each county to enhance coordination, communication and feedback between the two levels of government and within the counties
- (iii) Team working through joint training at the national level is recommended to avoid empire building. Joint working and continuous idea sharing formally and informally is the best approach to breaking the existing empires.
- (iv) KDSP should include assisting the government through SDP to begin adoption and adherence to one national standard/framework for project and programme management to standardize approach to the design, management and implementation of projects over the whole project cycle. Similar to how counties have adopted common PFM standards (as per relevant legislation and guidelines), project and programme management has standard frameworks that should be adopted. Their adoption would lead to better performance, efficiency and value for money, and enable objective comparisons and evaluation irrespective of the activity or project type, size or location, using defined standard metrics.

3. Funds disbursement

Delay in funds disbursement and its negative impact on program implementation was outstandingly voiced. While the national treasury pointed at non-compliance to financial conditions outlined in PFM by the county governments, the counties decried collective treatment on non-compliance. The performing counties strongly expressed dissatisfaction which borders a need to not perform.

It's recommended that;

- (i) National treasury to practice performance-based funds disbursement whereby compliant and performing counties have their funds disbursement prioritized.

- (ii) Transparency in performance-based funds disbursement be observed with criteria being publicly put and the Council of Governors being involved.
- (iii) County governments to ensure full compliance to PFM Act and other specifications spelt out by the national treasury.
- (iv) Disbursement linked indicators (DLIs) to be streamlined and aligned more to KRAs at the counties. Current DLIs are heavy at the national level with only two at the county. This caused a bottleneck and delay in funds disbursement. A restructuring of DLIs is therefore necessary.

4. Governance and ethical leadership

OAG has annually reported qualified opinions on audit of county funds with an increase from 3 in FY 2013/2014 - 35 in FY 2017/2018. This indicates a need for continued improvement in PFM and governance. Qualified audit opinions as indicators of reduced efficiency and value for money should be used to guide on areas for improvement by county governments in standards for their systems and processes.

Based on OAG audit opinions, it's recommended that;

- (i) OAG separates funds audits for KDSP from those of the national government. The separation will streamline opinion and enable evaluation of KDSP program on effectiveness, efficiency and value for money.
- (ii) KDSP funds disbursement should be linked to county government responsiveness to OAG recommendations, especially on the management letter.
- (iii) KDSP to offer capacity building to help counties better adhere to the principles of "Mwongozo" on leadership, ethics and integrity, and County assemblies in exercising their independence in oversight to ensure transparency in management of KDSP funds and related county affairs.

5. Training and knowledge management

Kenya School of Government (KSG) delivers capacity building in support of all 5 KRAs through training which also incorporates knowledge management. KSG also accredits institutions that wish to offer KDSP linked training to counties. The training model adopted focused on capacity and knowledge equipment to county employees to enhance their performance. The model is recommended for revision to address issues raised during KDSP EOP evaluation as follows:

- (i) The training vision to be broadened and incorporate career development in addition to capacity enhancement. A restructuring of the training should therefore involve capacity enhancement and examination-based training for career development. Curriculum development which involves the stakeholders should therefore be undertaken.
- (ii) KSG role in the training to change based on the following;
 - a) KSG adopts an oversight/supervisory role whereby it administers career development assessments on devolution systems nationally and internationally. This would also involve accreditation of trainers on the developed syllabus. There is a notable conflict of interest currently whereby KSG provides accreditation to trainers while also being a trainer. The assessments could also be administered by other bodies such as universities and Kenya Accountants and Secretaries National Examinations Board (KASNEB) in collaboration with KSG.
 - b) Capacity building training (CBT) to be undertaken in addition to career development assessments. KSG to develop the CBT curriculum in conjunction with consultants and CFPs and other stakeholders. CBT should be a minimum entry for KSG career development examinations. CBT training to be undertaken by accredited trainers who include CFPs and the universities at the counties. This would eliminate the problem of KSG training being described as too generic.
- (iii) KSG should be empowered with adequate funding in DLI 6 to enable it to manage the training and operationalize the knowledge platform currently developed but not functional.

The empowerment also applies to other MDAs especially those not linked to DLIs

6. Sustainability and Resilience

Sustainability and resilience remain to be the biggest challenges of KDSP in ensuring that the gains made by the program over time are not watered down when development partners stop the funding. National and county governments as the key beneficiaries should ensure appropriate sustainability and resilience strategies are put in place to ensure continuous streaming of gains made once KDSP term ends.

It's therefore recommended that:

- (i) National and county governments develop a co-funding plan of KDSP activities. This would require assimilation of capacity building and KDSP projects into the county's ADP.

- (ii) Separation of KDSP capacity building and projects from national government funded budget activities through branding and tagging of KDSP assets. This means developing and implementing an appropriate digital technology-based information system, and ring fencing of KDSP funds. The separation would facilitate effective monitoring and evaluation, audit and control of KDSP funded activities.
- (iii) Training of CFPs and other key persons as training of trainers (TOT) at national and county levels on management of donor funded programs especially on funds management. TOT would further train other employees at the respective counties to ensure sustainability.
- (iv) Citizen's partnership in joint ownership of KDSP projects at the community level. Communities through county governments should manage learning of the social projects which support their livelihood by forming project committees.

7. Emerging Global Issues and KDSP

It is recommended that KDSP embrace emerging global priorities of climate change, youth and women entrepreneurship and poverty reduction in its future projects. This would enhance its relevance and support the government in playing its role at the global level.

8.2 Recommendations and way forward for other similar programs

KDSP provided a learning experience which can be replicated in other similar programs in the country and outside the county. UNES found the experiences in the program conceptualization, design, implementation and delivery to be vital learning points. Caution is however given that other similar programs need to modify the KDSP model to their contexts and vision. The program was noted to have adequate flexibility for modification to different environments.

8.3 Recommendations and way forward for the future programming of the GoK

GoK as the custodian and implementer of devolution through Ministry of Devolution has deep interest in the success of KDSP. This EOP evaluation therefore recommends the government to:

- (i) Facilitate funds acquisition from development partners for the second phase of KDSP to ensure continuation and sustainability.
- (ii) Through the Ministry of Devolution, ensure where applicable that the above stated recommendations are implemented for the second phase of KDSP
- (iii) Support KDSP by ensuring timely disbursement of funds as per the disbursement schedules by the National Treasury.

- (iv) Undertake the responsibility of ensuring adherence to relevant laws and guidelines by counties and MDAs in PFM as guided by OAG audit opinion.
- (v) Replicate the lessons learnt from the program, especially the P-for-R in other agencies and development projects to improve service delivery to the citizens.
- (vi) Strengthen coordination and integration of governance institutions at both levels (national and county) through KDSP in its design, management and implementation. This may mean creating more consultative forums that include CFPs in COG and MOD meetings.

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ANNEXES

1 Map of Kenya with all 47 counties



2 Evaluation matrix

Evaluati on Criteria	Key Questions	Sub questions	Indicators for measuring progress	Questions	Data type (Ordinal, ratio, interval, nominal, dichotomous, open)	Data source	Methodology	
		Relevance: refers to the extent to which the objectives of a program are consistent with participating National MDAs and county governments' requirements, country and organizational needs, global priorities and partners' and GOK's policies						
	Is the Program Development Objectives within the context of Kenya Vision 2030 and its Third Medium Term Plan (2018-2022)?	How does KDSP support the devolution space and strategic priorities in Vision 2030	PDO vs Vision 2030 priorities	1. KDSP Objectives are very relevant to devolution 2. KDSP Objectives are very relevant to Vision 2030 Strategic Objectives	Likert Likert	Program Documents Kenya Vision 2030 Third Medium Term Plan (2018-2022)?	Documents analyses	
	Is the program addressing the overall objective of the NCBF which is "to ensure the devolution process is smooth and seamless to safeguard the delivery of quality services to the citizenry"?	To what extent does KDSP program correspond with NCBF Action Plan? Is the program in line with the NCBF as a mechanism for facilitating and coordinating capacity building initiatives based on government policies and local priorities?	KDSP Vs NCBF Priorities	3. KDSP priorities are well aligned to NCBF priorities		program Documents NCBF Policy for Devolved Governance	Documents analyses - Interviews with MOD and program stakeholders	
	Have the changes in governance affected the relevance of the program?	Is the Program consistent with the needs and priorities of the national and county government?	Governance at the beginning of the program Vs PDO	4. Due to changes in governance, the PDO became less relevant to the county over the programme duration		Program Documents • GOK focal areas strategies and documents Constitution 2010	Documents analyses - Interviews with MOD and COG	

			Governance at the end of the program vs PDO					
	Is the program in line with the other Government of Kenya policies and priorities?	To what extent does KDSP program correspond with other policies	Program implementation vs Acts	None		Other National Policies e.g PFM Act, Intergovernmental relations Act, County Govt Act	Document analyses	
	Has the program resulted in improved service delivery in the county governments?	<p>-How does the program support the specific needs of relevant stakeholders?</p> <p>Who have been the main beneficiaries of the program?</p> <p>-Has the Implementation of the program been inclusive of all relevant Stakeholders?</p> <p>-Were beneficiaries and stakeholders adequately involved in program design and implementation</p>	Compare results achieved vs objects of devolution at national and county level	<p>5. The program has resulted in improved service delivery by the county</p> <p>6. The program has resulted in improved service delivery by the county in (specify each KRA – 5 questions)</p> <p>7. Beneficiary related questions – open ended</p> <p>8. Stakeholder related questions – open ended</p>	<p>Likert</p> <p>Likert</p> <p>Open</p> <p>Open</p>	<p>Program partners and stakeholders</p> <ul style="list-style-type: none"> •Capacity Needs assessment • Program documents 	<p>Document analysis</p> <p>Interviews with all relevant stakeholders</p>	
	How well the program aligns with GOK's goals of supporting the delivery of the devolution	The link between expected results from the program and objects of devolution	Existence of a clear relationship between the PDO and Constitution 2010	9. The program is very well aligned with the Constitution 2010 objects of devolution		<p>Program Documents</p> <ul style="list-style-type: none"> • GOK strategies and documents 	<p>Documents analyses</p> <p>- Interviews with program stakeholders</p>	
	Is the program internally	Are there Logical linkages between expected results of	level of coherence between Key Result Areas	10. Th program design (structure and delivery mechanisms) led		Program and Program documents	<p>Document analysis</p> <p>Key interviews</p>	

	coherent in its design?	the program (Results frame) and the program design (in terms of Key Result Areas, choice of partners, structure, delivery mechanism, scope, budget, use of Resources etc.)? • Is the length of the program sufficient?	<ul style="list-style-type: none"> Expected results and program design internal logic Level of coherence between program Design and program implementation approach 	<p>to expected results being achieved</p> <p>11. The program design made it easy to implement</p> <p>12. The program scope was too large</p> <p>13. The program scope was too narrow</p> <p>14. The program duration was too long</p> <p>15. The program design made good use of resources (people, budget, equipment etc.)</p> <p>16. Open ended questions</p>		<ul style="list-style-type: none"> Key program Stakeholders e.g WB, MOD 		
	Does the program provide relevant lessons and experiences for other similar programs in the future?	What are the lesson learned and other future programs?	<p>No. and type of Lessons learned</p> <p>Relevance to future program</p>	<p>17. What were the key kessons learnt for the overall program for it to be more relevant?</p> <p>18. How relevant are these lessons to future similar programs</p>	<p>Open ended</p> <p>Likert</p>	data collected throughout evaluation	Data analysis	
		Effectiveness: Effectiveness describes if the results have furthered the achievement of the purpose of the Program, or are expected to do so in the future. The evaluation will be made against the related indicators.						
	Has progress made so far contributed to the achievement of the stated KDSP Program Development Objectives??	<p>Has the program been effective in achieving the expected outcomes and objectives?</p> <p>Are the results of the program making contribution towards service delivery</p>	<p>Extent to which PDO indicators in program document results framework been achieved</p> <p>Extent to which the program contributed to service delivery</p>	<p>19. To what extent have PDO indicators in program document results framework been achieved</p> <p>20. To what extent has the program contributed to service delivery improvements in the county</p>	<p>Likert</p> <p>Likert</p>	<p>Program documents</p> <ul style="list-style-type: none"> KDSP Secretariat and relevant stakeholders Data reported in program reports 	document analysis Interviews	
	How have risks and risk mitigation being managed?	<ul style="list-style-type: none"> How well are risks, assumptions 	Completeness of risk identification and assumptions during programt	21. Existing information systems in place made it easy to identify emerging risks and other issues		<p>Program documents</p> <p>.WB</p> <p>KDSP Secretariat team, and relevant</p>	document analysis <ul style="list-style-type: none"> Interviews 	

		<p>and impact drivers being managed?</p> <ul style="list-style-type: none"> • What was the quality of risk mitigation strategies developed? Were these sufficient? Are they institutionalized for future learning and cooperation? • Are there clear strategies for risk mitigation related with long term sustainability of the KDSP 	<p>planning and Design</p> <ul style="list-style-type: none"> • Quality of existing information systems in place to identify emerging risks and other issues • Quality of risk mitigations strategies developed and followed 	<p>22. It was easy to develop and follow risk mitigations strategies</p>		stakeholders		
	<p>What lessons can be drawn regarding effectiveness for other similar programs in the future?</p>	<p>What lessons have been learned from the program regarding achievement of outcomes?</p> <ul style="list-style-type: none"> • What changes could have been made (if any) to the design of the program in order to improve the achievement of the program's expected results? 	<p>Lessons learned from activities that have been implemented so far</p>	<p>23. What were the key lessons learnt for the overall program for it to be more effective?</p> <p>24. How relevant are these lessons to future similar programs for them to be more effective?</p>	<p>Likert</p> <p>Likert</p>	Data collected throughout the evaluation	Data analysis	
	<p>How effectively funds from the program have been transferred to national and</p>	<p>Timeliness and transparent of information from;</p> <p>-National Treasury</p>	<p>Timely disbursement</p> <ul style="list-style-type: none"> • Correspondence between information on funds released 	<p>25. Funds were disbursed in a timely manner as scheduled</p> <p>26. There is good correspondence between information on funds</p>	<p>Likert</p>	<p>information on available funds</p> <p>National Treasury</p> <p>KDSP PFM Expert</p>	Data analysis	

	county governments	-KDSP PFM Expert -County governments	and received amounts • Well defined (and respected) payment triggers • Relation to other county government funds	released and received amounts 27. Payment triggers are well defined (and respected) 28. Program funds were clearly related to other county government funds		County governments WB		
		Efficiency and value for money: The efficiency of a program is defined by how well the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned						
.	Are the results produced with level 1 funding on activities in line with the program document?	How well were CB modalities used in regard to quantity, timeliness and quality for each KRA	♣ quantity (CB implementation rate) Quality (No. of modalities used Timeliness (planned vs achieved)	29. The CB activities were implemented at an acceptable rate 30. The CB activities were implemented using adequate number of modalities 31. The CB activities were implemented on time as scheduled	Likert Likert Likert (to be mostly from existing reports – secondary data)	CB plans , Results Framework CB implementation reports Program staff WB	Document analysis ♣ Interviews	
	Are the results produced with level 2 funding on activities in line with the program document?	How well were the county investment projects undertaken	-quantity (cost) -Quality -Timeliness (planned vs achieved)	32. The Level 2 activities were implemented at an acceptable rate 33. The Level 2 activities were implemented using adequate number of modalities 34. The Level 2 activities were implemented on time as scheduled	Likert Likert Likert (to be mostly from existing reports – secondary data)	Site reports	interviews	
	How effectively has program management implemented the work plans ?;	How well were national and county CB plans ?	Rate of implementation of activities in the CB plans	35. The program management implemented the National CB plans efficiently 36. The program management implemented the County CB plans efficiently	Likert Likert	♣ national and county CB plans and implementation reports ♣ Program staff	Document analysis ♣ Interviews	

					(Existing reports – secondary data)			
	Was program support provided in an efficient way?	<p>Was adaptive management used or needed to ensure efficient resource use?</p> <ul style="list-style-type: none"> • Did the program results framework and work plans and any changes made to them use as management tools during implementation? • Were the accounting and financial systems in place adequate for program management and producing accurate and timely financial information? • Have progress reports been produced accurately, timely and responded to reporting requirements including adaptive management changes? • Was program implementation as cost effective as 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports • Timeliness and adequacy of reporting provided • Level of discrepancy between planned and utilized financial expenditures • Planned vs. actual funds leveraged • Cost in view of results achieved compared to costs of similar programs from other organizations • Adequacy of program choices in view of existing context, infrastructure and cost • Quality of results-based management reporting (progress reporting, monitoring and evaluation) • Occurrence of change in program design/implementation 	<p>37. Financial and progress reports were available on time</p> <p>38. Financial and progress reports were of good quality</p> <p>39. Financial and progress reports were adequate for required purpose</p> <p>40. There was minimal discrepancy between planned and utilized financial expenditures by the program support agencies</p> <p>41. The program cost was acceptable in view of results achieved compared to costs of similar programs from other organizations (to check)</p> <p>42. Program choices by supporting agencies were acceptable in view of context, infrastructure and cost</p> <p>43. Results-based management reporting was of high quality (progress reporting, monitoring and evaluation)</p> <p>44. The program had enough flexibility in design and implementation approach to accommodate emerging necessary changes (i.e., restructuring) when needed to improve program efficiency</p>	Likert	<p>Project documents and Evaluations</p> <ul style="list-style-type: none"> • WB • PFM Expert National Treasury Others MDAs 	<p>Document analysis</p> <ul style="list-style-type: none"> • Key interviews 	

		<p>originally proposed (planned vs. actual)</p> <ul style="list-style-type: none"> • Did the leveraging of funds (co financing) happen as planned? • Were financial resources utilized efficiently? <p>Are expenditures in line with the budgets?</p> <ul style="list-style-type: none"> • Could financial resources have been used more efficiently 	on approach (i.e. restructuring) when needed to improve program efficiency					
	Did the program efficiently utilise national and county government capacity in implementation?	<p>Has there been an effective collaboration between institutions responsible for implementing the program?</p> <ul style="list-style-type: none"> ♣ How could the program have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc.)? 	<p>Number TA and training held</p> <p>Number of people trained</p>	45. There was good collaboration between the national and county government institutions during program implementation in TA and training	Likert	<p>program documents and</p> <ul style="list-style-type: none"> ♣ Evaluations ♣ National and County Government Beneficiaries 	<p>Document analysis</p> <ul style="list-style-type: none"> ♣ Interviews 	
	What lessons can be drawn regarding efficiency for similar programs in the future?	<p>What lessons can be learnt from the program regarding efficiency?</p> <ul style="list-style-type: none"> ♣ How could the program have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc.)? 	Lessons learned from activities implemented so far	<p>46. What were the key lessons learnt for the overall program for it to be more efficient?</p> <p>47. How relevant are these lessons to future similar programs for greater efficiency and value for money?</p>	<p>Open ended</p> <p>Likert</p>	<p>Data collected throughout evaluation</p> <p>KDSP Success story platform</p>	Data analysis	

		♣ What changes could have been made (if any) to the program in order to improve						
			Impact: Describes how the program has succeeded in the attainment of its overall Program Development Objective (PDO), i.e. targeted impact for its beneficiaries. The evaluation will be made against the related performance indicators contained in the KDSP Results Framework					
	Is KDSP progressing towards achieving the overall PDO of the program?		PDO achievement	48. The KDSP is progressing towards achievement of the PDO	Likert	Results Framework WB Aide memoire	Document analysis Interviews	
	Contributing to enhancement and strengthening of capacity of county governments to manage resources and improve service delivery.	How has the program contributed to the expected impact with regard to: □ Devolution □ Economic wellbeing of the country □ Other socio-economic aspect	Intermediate results achieved - Funding levels - County GDP - County development index	49. The program has resulted in an increase in County funding levels 50. The program has resulted in an increase in County GDP 51. The program has resulted in an increase in County development index (to be mostly secondary data)	Likert Likert Likert	program documents	Document analysis Interviews	
			Sustainability. Sustainability can be described as the degree to which the benefits produced by the program continue after the external support has come to an end.					
	Will the benefits produced by the program be maintained after the termination of external support? How can the activities be	Is the program properly aligned to the county government structures, plans and budgets in order to enhance sustainability?	Level of mainstreaming of the capacity building, Level of financial management and accountability	52. The county has mainstreamed capacity building in its structures, plans and budgets. 53. The county has established good systems and structures for financial management and accountability	Likert Likert	Program documents	Document analysis Interviews	

	scaled up in a sustainable way?	Which actions has the program put in place to guarantee the sustainability of the results?	Adoption of new sustainability practices	54. The county has a culture of adopting of new and innovative sustainability practices 55. Which are the key challenges and risks that the program is facing to ensure the sustainability of the results	Likert Open ended questions			
	Draw lessons learnt – What lessons have been learnt so far which can be applied in the similar interventions on devolution.	What lessons can be learnt from the program regarding efficiency? ♣ How could the program have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc.)? ♣ What changes could have been made (if any) to the program	Lessons learned from activities implemented so far	56. What were the key lessons learnt for the overall program for sustainability? 57. How relevant are these lessons to future similar programs for greater sustainability?	Open ended Likert	data collected throughout evaluation	Data analysis	
Management								
	Have the Program implementation strategies, approaches been suitable to realize its objectives?	Based on the lessons learned so far, which areas need to be appraised to improve implementation?	Implementation strategies	58. How have the program implementation strategies used affected results achievement? 59. Suggest improvements	Open ended Open ended	M&E unit, reports, ♣ Program staff,	Data analysis Document analysis Interviews	
	What is the quality of the management of the program		Management systems in place	60. The management systems in place at the county level were adequate for efficient programme management.	Likert	M&E unit, reports, ♣ KDSP staff,	Data analysis Document analysis Interviews	

	(planning, monitoring, reporting, communication, staff management etc.):			<p>61. The management systems in place at the national level were adequate for efficient programme management.</p> <p>Suggest improvements in program management</p>	<p>Likert</p> <p>Open</p>			
	Are the institutional bodies, such as Joint Steering Committee (JSC) Technical Committee (TC), Secretariat and County Implementation Teams as well as the World Bank Country office functioning well and are their roles and responsibilities clear for their members?		Number of meetings held	For MDAs		Minutes of TC KDSP staff Aide memoire	Data analysis interviews	
	Is the KDSP Secretariat staff facilitated adequately to perform satisfactorily?	Are the skill set and allocation of work time right for the program implementation?	Workplans in place	<p>62. KDSP Secretariat staff were facilitated adequately to perform satisfactorily</p> <p>63. KDSP Secretariat staff had the right skill sets to perform satisfactorily</p>		KDSP & MOD Workplan	interviews	

	Does the Public Finance Management system call for review and change of the financial management of the Program?		PFM strategy in place	For MDAs		PFM Expert National Strategy Accounts Department	Interviews	
	Is the current Program procurement and disbursement, flow of funds, adherence to procurement procedures and reporting reliable and efficient		Fudiciary guidelines in place	For MDAs		Accounts and Procurement Department	Document analysis Interviews	
	How well has monitoring and evaluation been linked to the management processes?		M&E Plan in place Existence of baseline data ♣ Evidence that an ME systems are set-up and updated ♣ Evidence that the MIS system is operational	For MDAs		M&E Unit	Document analysis Interviews	
Implementation								
	To what extent are national and national county governments involved in planning and monitoring activities?		Number of CB plans Number of Implementation reports	64. We have been sufficiently involved in planning activities 65. We have been sufficiently involved in M & E activities	Likert	National and County Focal persons	Document analysis Interviews	

	Are M&E data and reporting used to share / disseminate information and/or to inform strategic decisions?		<p>The structure of M&E systems</p> <ul style="list-style-type: none"> ♣ Specific contribution of M&E structures to the overall program efficiency Quality, comprehensiveness and timeliness of reporting ♣ Degree of use of data from M&E to inform investment decisions ♣ Degree of use of data and reports to enhance knowledge base of county and national policy maker 	For MDAs		M&E Unit	Data system used by M&E unit; M&E reports; Interviews with M&E and Program staff at national and county level	
	Has the coordination with other development programs functioning well in national and county level?		Specific contribution of coordination structures to the overall program efficiency	<p>66. The program had good coordination structures in national and county levels for effective and efficient functioning</p> <p>67. Explain answer above and give suggestions on improvement</p>	<p>Likert</p> <p>Open</p>	MOD	Interviews with Program staff at national and county level	
	Appraise the program partnership approach (including management structures, communications	Relation with partners	Number of approached	68. The program partnerships (management structures, communications and relationships) were adequate at the county level to support implementation		PAD and POM	Documentary analysis	

	and relationships) to MDA and county implementation in relation to the program's achievements.			69. The program partnerships (management structures, communications and relationships) were adequate at the national level to support implementation				
			Catalytic Role: To what extent has the program demonstrated having a catalytic role in Kenya or in other geographic areas? ♣					
Scalability and replicability	Have the results of the program been applied across the country or in other geographic areas?	How can the country benefit from the results and lessons learned from the program?	Documentary analysis Interviews	MDAs		MOD WB	Documentary analysis Interviews	

3 Data Collection tools

KDSP EOP EVALUATION (CFP)

CHECKLIST AND OBSERVATION GUIDE

A DISBURSEMENTS

CAPACITY BUILDING (LEVEL 1)

Tranche (Year)	Amounts expected per tranche (Kshs):	Amounts received per tranche (Kshs):	Amounts spent per tranche (Kshs):	Explanations on any discrepancies in disbursements and expenditures
2016/17				
2017/18				
2018/19				
2019/20				
2020/21				

KDSP EOP EVALUATION (CFP)

INTERVIEW GUIDE FOR COUNTY FOCAL PERSONS

(If the CFP So wishes, they may include KRA FPs to make it a group interview)

(Each team to have a copy of county capacity building plans for 2017/18, 2018/19, 2019/20)

1. Please give us a general but brief overview of the KDSP in your county.

Level 1 (CB)

2. Briefly tell us about your experiences on each of the following over the programme period:
 - a. Structured learning
[Class Room based face-to-face training by subject matter experts and workshops for detailed knowledge support using accredited ToT.
Ask for training register, who, where, what, outcomes etc.]
 - b. Equipment
[Office and training equipment to enhance efficiency of the working of the counties and improve the effectiveness of the CB activities. Expenditure for vehicles and building are not included in the costs, which can be covered.]
 - c. Guidelines and regulations
[Making available all existing policies, regulations and operational guidelines relating to Devolution, Developing and disseminating operational manuals.
If present, ask to see copies of e.g., M&E Policy, etc.]
 - d. Systems Development and Rollout
[Improvements in the existing systems by introducing innovations redesign and new systems - Revenue collection, Human Resource Management, demo of systems or other evidences]
 - e. Knowledge Sharing (peer learning)
[Learning from other counties experience. What happened, benefits etc. Many went to Makueni, Makueni team to probe further on what transpired]
 - f. Technical Assistance and on the Job Learning
[Direct in country TA from an accredited pool, accreditation list to be provided by KSG, and verified by KDSP technical committee - MODA, NEMA, KDSP Secretariat – type, usefulness, how to improve etc.]
3. Have you utilized all allocated funds on each year?
4. How was the Kshs 30M covid mitigation top-up funds utilized?

5. How has the program assisted in mitigating the impacts of Covid 19?

Key Questions (Covers both Level 1 and 2)

6. How did the Governor and his role influence the programme and its outcomes?
7. How did the county assembly and its members influence the program and its outcomes?
8. In your opinion, how effective was the support from national level MDAs involved and how can this be improved upon?
9. What is the most significant change from the programme you have experienced as a county;
 - a. Overall?
 - b. For each KRA?
10. What is the most significant challenge you have experienced;
 - a. Overall?
 - b. For each KRA?
11. How did you, or propose to, deal with the challenges in 7 above?
12. What were the challenges arising from funds disbursement and Covid 19? How did you manage them?
13. Comment on the overall design of the KDSP Results framework and choice of indicators used in performance assessments, and their relevance/effectiveness in achieving county and national capacity building goals.
14. What worked well for you and what did not work well?
15. How did you handle the problem and issue of staff turnover for focal persons at the county level and for each KRA?
16. If you have ongoing or remaining projects/activities, how are they progressing and what plans do you have to complete them?
17. Should this programme continue? Why?
18. What would you recommend for future similar programmes? – Give 2-3 key changes you would want to see. *[e.g., on programme design, management, implementation, stakeholders etc.]*

PERFORMANCE GRANTS (LEVEL 2)

1. Has the county received Level 2 Funding? (Tick one) Yes _____ No _____
2. If yes to 1 above, which tranches (Tick all that apply): 1st _____ 2nd _____ 3rd _____

3. Disbursements

Tranche	Amounts expected per tranche (Kshs):	Amounts received per tranche (Kshs):	Amounts spent per tranche (Kshs):	Explanations on any discrepancies in disbursements and expenditures
1				
2				
3				

4. How was the money was spent in each case (nature and type of project)

	Project Name	Purpose and Key Beneficiaries	Current status
1		<u>Purpose</u> <u>Key Beneficiaries/stakeholders</u>	
2		<u>Purpose</u> <u>Key Beneficiaries/stakeholders</u>	
3		<u>Purpose</u> <u>Key Beneficiaries/stakeholders</u>	

5. Project data

	Project Name	Planned Cost (Kshs)	Actual Cost (Kshs)	Planned Duration Months	Actual Duration (Months)	Percent Completion (%)	Explanations on completion rate achieved
1							
2							
3							

6. Evidence

Ask to see actual project and observe to match information given and what is on the ground. Take photos and any other data as evidence. Probe any apparent discrepancies. If it is an operational project, ask to see the beneficiaries and any documentation.

B BENEFICIARIES AND STAKEHOLDERS

7. **Observations, interviews and site visits based on the list of the County Investment Projects (attached)**

During site visits and while in the project beneficiary/stakeholder area, casually or formally talk to local residents on their: **awareness, perceptions, and opinions about its development, and how they have benefited i.e. what is the Most Significant Change they have realized as result of that project. Ask them what they like and dislike most about it, and how it could have been done better.**

Note: Also ensure that the data provided in the list of county investment projects is updated, especially on the type and number of beneficiaries per project.

The CFP may arrange some of these beneficiary/stakeholder interviews, but do also get independent views.

Take detailed notes per project.

Project Name	
Awareness	
Perceptions	
Opinions	
Benefits (The Most Significant Change)	
What they liked most	
What they dislike most	
How could it have been done better?	
Any other relevant comments/ observations	

KDSP EOP EVALUATION (CS)

INTERVIEW GUIDE FOR THE COUNTY SECRETARY

(Covers the whole Programme – Both Level 1 and 2 Funding)

1. Please give us a brief overview of the KDSP project in your county including how is positioned within county strategic initiatives and management. *[KDSP management, finances, systems and procedures etc. in the county]*
2. How important is KDSP to your County in delivering to the people on your mandate?

[Schedule 4 of the Constitution with 14 devolved functions, the program addressed 5 KRAs]
3. How did the Governor and his role influence the programme and its outcomes?
4. How did the county assembly and its members influence the program and its outcomes?
5. In your opinion, how effective was the support from national level MDAs involved and how can this be improved upon?
6. In your opinion, what are the programs key;
 - a. Achievements
 - b. Impacts/Outcomes
7. What challenges did the program encounter over its 5-year duration? How did you overcome them? *[funding, CFP and KRA staff turnover, Covid-19 etc.]*
8. Are there any shortcomings that you noted that could be improved upon?
9. If you have ongoing or remaining projects/activities, how are they progressing and what plans do you have to complete them?
10. Should this programme continue? Why?
11. What would you recommend for future similar programmes? *[e.g., on programme design, management, implementation, stakeholders etc.]*

KDSP EOP EVALUATION (MDA FP)

INTERVIEW GUIDE FOR THE MDA FOCAL PERSON

(Covers the whole Programme for both Level 1 and 2 Funding; be familiar with the specific role the MDA was playing – which KRA, form of support etc. – to better probe issues, but do not ask leading questions. If the MDA FP So wishes, they may include KRA FPs to make it a group interview)

1. Please give us a general but brief overview of the KDSP and the role your organization has played over its duration. [5 KRAs, management, financing, other support etc.]

2. Briefly tell us about your experiences on each of the following over the programme period:

a. Structured learning

[Class Room based face-to-face training by subject matter experts and workshops for detailed knowledge support using accredited ToT.]

b. Equipment

[Office and training equipment to enhance efficiency of the working of the counties and improve the effectiveness of the CB activities. Expenditure for vehicles and building are not included in the costs which can be covered.]

c. Guidelines and regulations

[Making available all existing policies, regulations and operational guidelines relating to Devolution, Developing and disseminating operational manuals.]

d. Systems Development and Rollout

[Improvements in the existing systems by introducing innovations redesign and new systems - Revenue collection, Human Resource Management]

e. Knowledge Sharing (peer learning)

[Learning from other counties experience.]

f. Technical Assistance and on the Job Learning

[Direct in country TA from an accredited pool.]

3. Did your organization receive any support in the form of capacity building through the program? Why or why not?
4. Comment on the Governor, county administration, and the County Assembly (MCAs) and their influence on your role in KDSP. How did they influence the programme outcomes?
5. In your opinion, how effective was your support and how can this be improved upon?
6. In your opinion, what are the programs key;
 - a. Achievements
 - b. Impacts/Outcomes
7. What challenges did your organization and the program encounter over the 5-year duration? How did you overcome them? [funding, CFP and KRA staff turnover, Covid-19 etc.]
8. Are there any shortcomings that you noted that could be improved upon? How?
9. How can the programme gains be made sustainable?
10. Should this programme continue? Why?
11. What would you recommend for future similar programmes? [e.g., on programme design, management, implementation, stakeholders etc.]

NAME OF THE COUNTY.....

COUNTY FOCAL PERSON (CFP) EVALUATION QUESTIONNAIRE

Welcome to the EOP evaluation for Kenya Devolution Support Program (KSDP).
Your response is requested on the program performance of KDSP during its 5-year duration.

The response is structured into two parts;

PART A

Requires indicating on the Likert scale your perception on the overall county performance criteria provided. The scales range from 1-5 where:

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

PART B

Open ended questions on KDSP activities and outcomes

PART A

<i>Relevance: refers to the extent to which the objectives of a program are consistent with participating National MDAs and county governments' requirements, country and organizational needs, global priorities and partners' and GOK's policies</i>	1	2	3	4	5
The KDSP program objectives of enhancing capacity are very relevant to devolution objectives					
The KDSP program objectives of enhancing capacity are very relevant to vision 2030 strategic objectives					
The KDSP program is well aligned to GoK National Capacity Building Framework (NCBF) and other relevant policies					
The program created learning experiences with current and future relevance to be replicated in other programs.					
The indicators used in KDSP were relevant to overall objective of enhancement capacity					
The program design (structure, scope and delivery mechanisms) led to expected results being achieved in the five key areas					
Enhancement of key areas capacity through the program has resulted in improved service delivery by the county					
<i>Effectiveness: Effectiveness describes if the results have furthered the achievement of the purpose of the Program, or are expected to do so in the future. The evaluation will be made against the related indicators.</i>					
Program development objectives (PDO) as contained in program document results framework have been fully achieved					
KDSP funds were well managed in terms of timely disbursement					
KDSP funds were well managed in terms of accuracy in correspondence					
KDSP funds were well managed in terms of respecting payment triggers					
KDSP funds were well managed in terms of relationship with other county funds					
Achievement of KDSP results in the five key areas provides vital lessons for overall improvement and can be applied on other future programs					
KDSP information systems had completeness in assumptions, identification and mitigations strategies for risk management					
Achievement of KDSP program results has contributed to improved service delivery improvement to a big extent					
<i>Efficiency and value for money: The efficiency of a program is defined by how well the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned</i>					
KDSP capacity building (CB) modalities were efficiently implemented at an acceptable rate and as per the program schedule					
KDSP capacity building (CB) modalities were efficiently implemented using adequate modalities and as per the program schedule					
KDSP adaptive management approach supported by timely progressive reports ensured efficient resources use					

KDSP adaptive management approach supported by quality financial reports ensured efficient resources use					
There was minimal discrepancy between planned and utilized financial expenditures by the program support agencies					
There were adequate lessons learnt on efficiency and value for money which can be replicated in other key areas of the program					
KDSP infrastructure and cost accommodated choices of supporting agencies, partners and collaborations					
The program design structure allowed enough flexibility in implementation and accommodated emerging necessary changes when needed					
Impact: Describes how the program has succeeded in the attainment of its overall Objective of enhancing capacity and the targeted impact for its beneficiaries. The valuation will be made against the related performance indicators contained in the KDSP Results Framework					
The KDSP is progressing towards full achievement of the PDO					
The program has enhanced the county's capacity resulting to increase in County conditional funding levels					
The program has greatly impacted positively on delivery of services in the county					
The program through has improved county's socio-economic wellbeing					
The program has contributed positively to the county government's capacity to manage resources efficiently					
Sustainability. Sustainability can be described as the degree to which the benefits produced by the program continue after the external support has come to an end.					
The county has mainstreamed capacity building in its structures, plans and budgets for sustainability					
The county has established good systems and structures for financial management and accountability to ensure sustainability of activities					
The county has a culture of adopting new and innovative sustainability					
Lessons learnt in the program provide knowledge for sustainability					
The county has adequate inbuilt resilience mechanisms for sustainability					
Management					
The management systems in place at the county level were adequate for efficient program management.					
The program partnerships (management structures, communications and relationships) were adequate at the national level to support implementation					
The program had good coordination structures in national and county levels for effective and efficient functioning					
KDSP Secretariat staff had the right skills sets and facilitated the county adequately to perform satisfactorily in the program					
The program had good partnership structures at national and county levels for effective and efficient functioning					
Implementation					
I have been sufficiently involved in planning and implementation of activities					
The frameworks proved to be adequate tools during implementation					

The capacity building plans proved to be adequate tools during implementation					
The resources disbursement schedules proved to be adequate tools during implementation					
The program had good coordination structures in national and county levels for effective and efficient implementation					
The program partnerships (management structures, communications and relationships) were adequate at the county level to support implementation					
Implementation cost nearly as projected in KDSP					
The program implementation activities were implemented on time as scheduled in KDSP plans and exhibited minimal deviation					

PART B

Provide factual comments on the following questions about the KDSP

Relevance

1. How have the changes in governance over time affected the relevance of the program?

.....

.....

.....

2. How logical were the linkages between expected results of the program (Results frame) and the program design (in terms of Key Result Areas, choice of partners, structure, delivery mechanism, scope, budget, use of Resources etc.)?

.....

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.....

Effectiveness

3. What were the key lessons learnt for the overall program which can make it to be more relevant?

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.....

.....

4. Explain how the results of the program have made contribution towards service delivery at the county

-
-
-
5. How effectively have funds for the program been transferred from the national to county governments

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.....

Efficiency and value for money

6. Are the results produced from level 1 and level 2 funding for activities in line with the program document?

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.....

How effective has been the collaboration between institutions responsible for implementing the program?

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.....

Sustainability

7. How can the program be scaled up in a sustainable way?

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.....

.....

Management

8. What role did institutional bodies, such as Joint Steering Committee (JSC) Technical Committee (TC), Secretariat and County Implementation Teams as well as the World Bank Country office play that contributed to the program's outcomes:

Positive outcomes

Negative outcomes

.....

.....

.....

9. Provide One or Two additional comments on capacity development improvements/non improvements, challenges and suggested area of improvement on the performance of PFM due to the program support on each area below. Mention only those u consider most significant.

(a) Observed Improvements in KRAs

1.....

.....

2.....

.....

(b) Observed non-improvement in KRAs

1.....

.....

2.....

.....

(c) Key Challenges experienced in KDSP activities

1.....

.....

2.....

.....

(d) Suggestions for improvement in future similar programs

1.....

.....

2.....

.....

(e) Suggestions on how to enhance sustainability in attained KDSP improvements

1.....

.....

2.....

.....

(f) Any additional comments/statements that would assist in preparing the final EOP Evaluation report

.....

.....

.....

Name..... Date.....Signature.....

Thank you for your cooperation

NAME OF THE COUNTY.....

KEY RESULT AREAS (KRA) EVALUATION

PUBLIC FINANCIAL MANAGEMENT (PFM) – KRA 1

Welcome to the end of program (EOP) evaluation for Kenya Devolution Support Program (KDSP). This evaluation is on the key result area of PFM. Your response is requested on the program performance on PFM during the 5-year duration.

The response is structured into two parts;

PART A

Requires indicating on the Likert scale your perception on the PFM performance criteria provided. The scales range from 1-5 where:

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

PART B

Additional comments on KDSP PFM activities and outcomes

PART A

Relevance: refers to the extent to which the objectives of the program are consistent with the need to enhance the capacity of PFM in supporting delivery of service to the county governments requirements, country and organizational needs	1	2	3	4	5
The KDSP program objectives of enhancing PFM capacity are very relevant to devolution objectives					
The KDSP program objectives of enhancing PFM capacity are very relevant to vision 2030 strategic objectives					
The KDSP program of enhancing PFM capacity is well aligned to GoK National Capacity Building Framework (NCBF) and other relevant policies					
The program created learning experiences with current and future relevance on PFM to be replicated in other programs.					
The indicators used in KDSP were relevant to PFM enhancement capacity					
The program design (structure, scope and delivery mechanisms) led to expected PFM results being achieved					
Enhancement of PFM capacity through the program has resulted in improved service delivery by the county					
Effectiveness: Effectiveness describes if the results have furthered the achievement of the purpose of PFM capacity enhancement, or are expected to do so in the future. The evaluation will be made against the related indicators.					
Outcomes on PFM contained in program document results framework have been effectively achieved					
KDSP funds for PFM activities were well managed in terms of timely disbursement					
KDSP funds for PFM activities were well managed in terms of accuracy in correspondence					
KDSP funds for PFM activities were well managed in terms of respect of payment triggers					
KDSP funds for PFM activities were well managed in terms of relationship with other county funds					
Achievement of PFM results provides vital lessons for overall improvement of KDSP and other future programs					
KDSP information systems had completeness in assumptions, identification and mitigations strategies for PFM risk management					

Achievement of KDSP program results in PFM has contributed to improved service delivery to a large extent					
Efficiency and value for money: The efficiency of a program is defined by how well the various activities of PFM transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned					
KDSP capacity building (CB) modalities used for PFM were efficiently implemented at an acceptable rate and as per the program schedule					
KDSP capacity building (CB) modalities used for PFM were efficiently implemented using adequate modalities and as per the program schedule					
KDSP adaptive management approach supported by adequate progress reports ensured efficient resources use in PFM activities					
KDSP adaptive management approach supported by adequate financial reports ensured efficient resources use in PFM activities					
There were minimal discrepancies between planned and utilized financial expenditures by the program support agencies for PFM activities					
The indicators used in KDSP lead to improvement efficiency and value for money in PFM activities					
PMF results achievement provides adequate lessons on efficiency and value for money to be replicated in other key areas of the program					
KDSP infrastructure and cost accommodated choices of supporting agencies, partners and collaborations in PFM activities					
The program design structure allowed enough flexibility in implementation and accommodated emerging necessary changes when needed to improve PFM activities implementation					
Impact: Describes how the program has succeeded in the attainment of its overall Objective of enhancing PFM capacity and the targeted impact for its beneficiaries. The valuation will be made against the related performance indicators contained in the KDSP Results Framework					
The KDSP is progressing towards full achievement of the PDO in PFM area					
The program has enhanced PFM capacity and has resulted to an increase in County conditional funding levels					
The program's enhanced PFM capacity has impacted widely on delivery of services at the county					
The program through enhanced PFM capacity has improved social-economic wellbeing of the county					

Enhanced PFM capacity has contributed to county government's capacity to manage resources efficiently					
Sustainability. Sustainability can be described as the degree to which the benefits produced by the program through PFM continue after the external support has come to an end.					
The county has mainstreamed capacity building in its structures, plans and budgets for sustainability purpose of PFM activities					
The county has established good systems and structures for financial management and accountability to ensure sustainability of PFM activities					
The county has adopted a culture of innovation to maintain sustainability in PFM results after end of the program					
Lessons learnt in the program in PFM activities provide adequate knowledge for sustainability					
The county has adequate inbuilt resilience mechanisms to ensure sustainability of PFM results					
Implementation					
We have been sufficiently involved in PFM planning and implementation activities					
KDSP frameworks proved to be adequate tools during PFM implementation					
KDPS capacity building plans proved to be adequate tools during PFM implementation					
KDSP resources disbursement schedules proved to be adequate tools during PFM implementation					
The program had good coordination structures at national level for effective and efficient functioning of PFM					
The program had good coordination structures at county level for effective and efficient functioning of PFM					
The program partnerships (management structures, communications and relationships) were adequate at the county level to support implementation					
PFM implementation cost was nearly as projected in KDSP and exhibited minimal deviation					
PFM implementation activities were implemented on time as scheduled in the capacity building plans and exhibited minimal deviation					

PART B

Provide One or Two additional comments on capacity development improvements/non improvements, challenges and suggested area of improvement on the performance of PFM due to the program support on each area below. Mention only those you consider most significant.

(g) Observed Improvements (Outcomes/impacts) in PFM

1.....
.....2.....
.....
.....

(h) Observed non-improvement in PFM

1.....
.....
2.....
.....

(i) Key Challenges experienced in KDSP PFM activities

1.....
.....
2.....
.....

(j) Suggestions for improvement in future similar PFM programs

1.....
.....
2.....
.....

(k) Suggestions on how to enhance sustainability in attained PFM improvements

1.....
.....
2.....
.....

Name..... Date.....Signature.....

Thank you for your cooperation

NAME OF THE COUNTY.....

KEY RESULT AREAS (KRA) EVALUATION

PLANNING, MONITORING AND EVALUATION (PME) – KRA 2

Welcome to the end of program (EOP) evaluation for Kenya Devolution Support Program (KDSP). This evaluation is on the key result area of PME. Your response is requested on the program performance on PME during the 5-year duration.

The response is structured into two parts;

PART A

Requires indicating on the Likert scale your perception on the PME performance criteria provided. The scales range from 1-5 where:

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

PART B

Additional comments on KDSP PME activities and outcomes

PART A

Relevance: refers to the extent to which the objectives of the program are consistent with the need to enhance the capacity of PM&E in supporting delivery of service to the county governments requirements, country and organizational needs	1	2	3	4	5
The KDSP program objectives of enhancing PM&E capacity are very relevant to devolution objectives and Vision 2030 strategic objectives					
The KDSP program objectives of enhancing PM&E capacity are very relevant to Vision 2030 strategic objectives					
The KDSP program of enhancing PM&E capacity is well aligned to GoK National Capacity Building Framework (NCBF) and other relevant policies					
The indicators used in KDSP were relevant to PME enhancement capacity					
The program created learning experiences with current and future relevance on PM&E to be replicated in other programs.					
The program design (structure, scope and delivery mechanisms) led to expected PM&E results being achieved					
Enhancement of PM&E capacity through the program has resulted in improved service delivery by the county					
Effectiveness: Effectiveness describes if the results have furthered the achievement of the purpose of PM&E capacity enhancement, or are expected to do so in the future. The evaluation will be made against the related indicators.					
Outcomes on PM&E contained in program document results framework have been substantially achieved					
KDSP funds for PM&E activities were well managed in terms of timely disbursement					
KDSP funds for PM&E activities were well managed in terms of accuracy in correspondence					
KDSP funds for PM&E activities were well managed in terms of respect to payment triggers					
KDSP funds for PM&E activities were well managed in terms of relationship with other county funds					
Achievement of PM&E results provides vital lessons for overall improvement of KDSP and other future programs					
KDSP information systems had completeness in assumptions, identification and mitigations strategies of PM&E risk management					

Achievement of KDSP program results in PM&E has contributed to improved service delivery to a large extent					
Efficiency and value for money: The efficiency of a program is defined by how well the various activities of PM&E transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned					
KDSP capacity building (CB) modalities for PM&E were efficiently implemented at an acceptable rate and as per the program schedule					
KDSP capacity building (CB) modalities used for PM&E were efficiently implemented using adequate modalities and as per the program schedule					
KDSP adaptive management approach supported by adequate financial reports ensured efficient resources use in PM&E activities					
KDSP adaptive management approach supported by adequate progress reports ensured efficient resources use in PM&E activities					
There were minimal discrepancies between planned and utilized financial expenditures by the program support agencies for PM&E activities					
PM&E results achievement provided adequate lessons on efficiency and value for money to be replicated in other key areas of the program.					
KDSP infrastructure and cost accommodated choices of supporting agencies, partners and collaborations in PM&E activities					
The program design structure allowed enough flexibility in implementation and accommodated emerging necessary changes when needed to improve PM&E activities implementation					
Impact: Describes how the program has succeeded in the attainment of its overall Objective of enhancing PM&E capacity and the targeted impact for its beneficiaries. The valuation will be made against the related performance indicators contained in the KDSP Results Framework					
The KDSP is progressing towards full achievement of the PDO in PM&E area					
The program has enhanced PM&E capacity has resulted in an increase in County conditional funding levels					
The program's enhanced PM&E capacity has impacted widely on delivery of services at the county					
The program through enhanced PM&E capacity has improved social-economic wellbeing of the county					
Enhanced PM&E capacity has contributed to county government's capacity to manage resources efficiently					

Sustainability. Sustainability can be described as the degree to which the benefits produced by the program in enhancing PM&E capacity continue after the external support has come to an end.					
The county has mainstreamed capacity building in its structures, plans and budgets for sustainability purpose in PM&E					
The county has established good systems and structures for financial management and accountability to ensure sustainability in PM&E					
The county has adopted a culture of innovation to maintain sustainability of PM&E results after end of the program					
Lessons learnt in the program provide adequate knowledge for sustainability in PM&E activities					
The county has adequate inbuilt resilience mechanisms to ensure sustainability of PM&E					
Implementation					
We have been sufficiently involved in PM&E planning and implementation activities					
The frameworks in KDSP proved to be adequate tools during PM&E implementation					
The work plans in KDSP proved to be adequate tools during PM&E implementation					
The disbursement schedules in KDSP proved to be adequate tools during PM&E implementation					
The program had good coordination structures at national level for effective and efficient functioning of PM&E					
The program had good coordination structures at county level for effective and efficient functioning of PM&E					
The program partnerships (management structures, communications and relationships) were adequate at the county level to support implementation of PM&E activities					
PM&E implementation cost was nearly as projected in KDSP and exhibited minimal deviation					
PM&E implementation activities were implemented on time as scheduled in capacity building plans and exhibited minimal deviation					

PART B

Provide One or Two additional comments on capacity development improvements/non improvements, challenges and suggested area of improvement on the performance of PM&E

due to the program support on each area below. Mention only those u consider most significant.

(a) Observed Improvements (Outcomes/impacts) in PM&E

- 1.....
.....
2.....
.....

Observed non-improvement in PM&E

- 1.....
.....
2.....
.....

(b) Key Challenges experienced in KDSP PM&E activities

- 1.....
.....
2.....
.....

(c) Suggestions for improvement in future similar PM&E programs

- 1.....
.....
2.....
.....

(d) Suggestions on how to enhance sustainability in attained PM&E improvements

- 1.....
.....
2.....
.....

Name..... Date..... Signature.....

Thank you for your cooperation

NAME OF THE COUNTY.....

KEY RESULT AREAS (KRA) EVALUATION

HUMAN RESOURCE AND PERFORMANCE MANAGEMENT (HRM) – KRA 3

Welcome to the end of the program (EOP) evaluation for Kenya Devolution Support Program (KDSP). This evaluation is on the key result area of HRM. Your response is requested on the program performance on HRM during the 5-year duration.

The response is structured into two parts;

PART A

Requires indicating on the Likert scale your perception on the HRM performance criteria provided. The scales range from 1-5 where:

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

PART B

Additional comments on KDSP HRM activities and outcomes

PART A

Relevance: refers to the extent to which the objectives of the program are consistent with the need to enhance the capacity of HRM in supporting delivery of service to the county governments requirements, country and organizational needs	1	2	3	4	5
The KDSP program objectives of enhancing HRM capacity are very relevant to devolution					
The KDSP program objectives of enhancing HRM capacity are very relevant to vision 2030 strategic objectives					
The KDSP program of enhancing HRM capacity is well aligned to GoK National Capacity Building Framework (NCBF) and other relevant policies					
The program created learning experiences with current and future relevance on HRM to be replicated in other programs.					
The indicators used in KDSP were relevant to HRM enhancement capacity					
The program design (structure, scope and delivery mechanisms) led to expected HRM results being achieved					
Enhancement of HRM capacity through KDSP has resulted in improved service delivery by the county					
Effectiveness: Effectiveness describes if the results have furthered the achievement of the purpose of HRM capacity enhancement, or are expected to do so in the future. The evaluation will be made against the related indicators.					
Outcome on HRM contained in program document results framework have been substantially achieved					
KDSP funds for HRM activities were well managed in terms of timely disbursement					
KDSP funds for HRM activities were well managed in terms of accuracy in correspondence					
KDSP funds for HRM activities were well managed in terms of respected to payment triggers					
KDSP funds for HRM activities were well managed in terms of relationship with other county funds					
Achievement of HRM results provides vital lessons for overall improvement of KDSP and other future programs					
KDSP information systems had completeness in assumptions, identification and mitigations strategies of HRM risk management					

Achievement of KDSP program results in HRM has contributed to improved service delivery to a big extent					
Efficiency and value for money: The efficiency of a program is defined by how well the various activities of HRM transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned					
KDSP capacity building (CB) modalities for HRM were efficiently implemented at an acceptable rate and as per the program schedule					
KDSP capacity building (CB) modalities for HRM were efficiently implemented using adequate modalities and as per the program schedule					
KDSP adaptive management approach supported by adequate financial reports ensured efficient resources use in HRM activities					
KDSP adaptive management approach supported by adequate progress reports ensured efficient resources use in HRM activities					
There were minimal discrepancies between planned and utilized financial expenditures by the program support agencies for HRM activities					
HRM results achievement provides adequate lessons on efficiency and value for money to be replicated in other key areas of the program					
KDSP infrastructure and cost accommodated choices of supporting agencies, partners and collaborations in HRM activities					
The design program structure allowed enough flexibility in implementation and accommodated emerging necessary changes when needed to improve HRM activities implementation					
Impact: Describes how the program has succeeded in the attainment of its overall Objective of enhancing HRM capacity and the targeted impact for its beneficiaries. The valuation will be made against the related performance indicators contained in the KDSP Results Framework					
The KDSP is progressing towards full achievement of the HRM in PM&E area					
The program has enhanced HRM capacity has resulted in an increase in County funding levels					
The program's enhanced HRM capacity has impacted widely on delivery of services at the county					
The program through enhanced HRM capacity has improved social-economic wellbeing of the county					
Enhanced HRM capacity has contributed to the county government's capacity to manage resources efficiently					

Sustainability. Sustainability can be described as the degree to which the benefits produced by the program in enhancing HRM capacity continue after the external support has come to an end.					
The county has mainstreamed capacity building in its structures, plans and budgets for sustainability purpose in HRM					
The county has established good systems and structures for financial management and accountability to ensure sustainability in HRM					
The county has adopted a culture of innovation to sustainably maintain HRM results after end of the program					
Lessons learnt in the program provide adequate knowledge for sustainability in HRM activities					
The county has built adequate inbuilt resilience mechanisms to ensure sustainability of HRM					
Implementation					
We have been sufficiently involved in HRM planning and implementation of activities					
The resources disbursement schedules in KDSP proved to be adequate tools during HRM implementation					
The frameworks in KDSP proved to be adequate tools during HRM implementation					
The capacity building plans in KDSP proved to be adequate tools during HRM implementation					
The program had good coordination structures in national and county levels for effective and efficient functioning of HRM					
The program partnerships (management structures, communications and relationships) were adequate at the county level to support implementation of HRM activities					
HRM implementation cost was nearly as projected in KDSP and exhibited minimal deviation					
HRM implementation activities were implemented on time as scheduled in capacity building plans and exhibited minimal deviation					

PART B

Provide One or Two additional comments on capacity development improvements/non improvements, challenges and suggested area of improvement on the performance of HRM due to the program support on each area below. Mention only those u consider most significant.

(a) Observed Improvements (outcomes/impacts) in HRM

- 1.....
.....
2.....
.....

(b) Observed non-improvement in HRM

- 1.....
.....
2.....
.....

(c) Key Challenges experienced in KDSP HRM activities

- 1.....
.....
2.....
.....

(d) Suggestions for improvement in future similar HRM programs

- 1.....
.....
2.....
.....

(e) Suggestions on how to enhance sustainability in attained HRM improvements

- 1.....
.....
2.....
.....

Name..... Date.....Signature.....

NAME OF THE COUNTY.....

KEY RESULT AREAS (KRA) EVALUATION

CIVIC EDUCATION AND PUBLIC PARTICIPATION (CE&PP) – KRA 4

Welcome to the end of the program(EOP) evaluation for Kenya Devolution Support Program (KSDP). This evaluation is on the key result area of CE&PP. Your response is requested on the program performance on CE&PP during the 5-year duration.

The response is structured into two parts;

PART A

Requires indicating on the Likert scale your perception on the CE&PP performance criteria provided. The scales range from 1-5 where:

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

PART B

Additional comments on KDSP CE&PP activities and outcomes

PART A

Relevance: refers to the extent to which the objectives of the program are consistent with the need to enhance the capacity of CE&PP in supporting delivery of service to the county governments requirements, country and organizational needs	1	2	3	4	5
The KDSP program objectives of enhancing CE&PP capacity are very relevant to devolution objectives					
The KDSP program objectives of enhancing CE&PP capacity are very relevant to vision 2030 strategic objectives					
The KDSP program of enhancing CE&PP capacity is well aligned to GoK National Capacity Building Framework (NCBF) and other relevant policies					
The program created learning experiences with current and future relevance on CE&PP to be replicated in other programs.					
The indicators used in KDSP were relevant to CE&PP enhancement capacity					
The program design (structure, scope and delivery mechanisms) led to expected CE&PP results being achieved					
Enhancement of CE&PP capacity through the program has resulted in improved service delivery by the county					
Effectiveness: Effectiveness describes if the results have furthered the achievement of the purpose of CE&PP capacity enhancement, or are expected to do so in the future. The evaluation will be made against the related indicators.					
Outcome on CE&PP contained in program document results framework have been fully achieved					
KDSP funds for CE&PP activities were well managed in terms of timely disbursement					
KDSP funds for CE&PP activities were well managed in terms of accuracy in correspondence					
KDSP funds for CE&PP activities were well managed in terms respected payment triggers					
KDSP funds for CE&PP activities were well managed in terms relationship with other county funds					
Achievement of CE&PP results provides vital lessons for overall improvement of KDSP and other future programs					
KDSP information systems had completeness in assumptions, identification and mitigations strategies of CE&PP risk management					

Achievement of KDSP program results in CE&PP has contributed to improved service delivery to a big extent					
Efficiency and value for money: The efficiency of a program is defined by how well the various activities of CE&PP transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned					
KDSP capacity building (CB) modalities for CE&PP were efficiently implemented at an acceptable rate and as per the program schedule					
KDSP capacity building (CB) modalities for CE&PP were efficiently implemented using adequate modalities and as per the program schedule					
KDSP adaptive management approach supported by adequate progress reports ensured efficient resources use in CE&PP activities					
KDSP adaptive management approach supported by adequate financial reports ensured efficient resources use in CE&PP activities					
There were minimal discrepancies between planned and utilized financial expenditures by the program support agencies for CE&PP activities					
CE&PP results achievement provides adequate lessons on efficiency and value for money to be replicated in other key areas of the program					
KDSP infrastructure and cost accommodated choices of supporting agencies, partners and collaborations in CE&PP activities					
The program design structure allowed enough flexibility in implementation and accommodated emerging necessary changes when needed to improve CE&PP					
Impact: Describes how the program has succeeded in the attainment of its overall Objective of enhancing CE&PP capacity and the targeted impact for its beneficiaries. The valuation will be made against the related performance indicators contained in the KDSP Results Framework					
The KDSP is progressing towards full achievement of the PDO in CE&PP area					
The program has enhanced CE&PP capacity has resulted in an increase in County conditional funding levels					
The program's enhanced CE&PP capacity has impacted widely on delivery of services at the county					
The program through enhanced CE&PP capacity has improved social-economic wellbeing of the county					
Enhanced CE&PP capacity has contributed to county government's capacity to manage resources efficiently					

Sustainability. Sustainability can be described as the degree to which the benefits produced by the program in enhancing CE&PP capacity continue after the external support has come to an end.					
The county has mainstreamed capacity building in its structures, plans and budgets for sustainability purpose in CE&PP					
The county has established good systems and structures for financial management and accountability to ensure sustainability in CE&PP					
The county has adopted a culture of innovation to sustainably maintain CE&PP results after end of the program					
Lessons learnt in the program provide adequate knowledge for sustainability in CE&PP activities					
The county has built adequate inbuilt resilience mechanisms to ensure sustainability of CE&PP					
Implementation					
We have been sufficiently involved in CE&PP planning and implementation activities					
The frameworks proved to be adequate tools during CE&PP implementation					
The work plans proved to be adequate tools during CE&PP implementation					
The resources disbursement schedules proved to be adequate tools during CE&PP implementation					
The program had good coordination structures in national and county levels for effective and efficient functioning of CE&PP					
The program partnerships (management structures, communications and relationships) were adequate at the county level to support implementation of CE&PP activities					
HRM implementation cost was nearly as projected in KDSP and exhibited minimal deviation					
CE&PP implementation activities were implemented on time as scheduled in KDSP plans and exhibited minimal deviation					

PART B

Provide One or Two additional comments on capacity development improvements/non improvements, challenges and suggested area of improvement on the performance of CE&PP

due to the program support on each area below. Mention only those u consider most significant.

(a) Observed Improvements(Outcome/impact) in CE&PP

- 1.....
.....
- 2.....
.....

(b) Observed non-improvement in CE&PP

- 1.....
.....
- 2.....
.....

(c) Key Challenges experienced in KDSP CE&PP activities

- 1.....
.....
- 2.....
.....

(d) Suggestions for improvement in future similar CE&PP programs

- 1.....
.....
- 2.....
.....

(e) Suggestions on how to enhance sustainability in attained CE&PP improvements

- 1.....
.....
- 2.....
.....

Name..... Date..... Signature.....

NAME OF THE COUNTY.....

KEY RESULT AREAS (KRA) EVALUATION

INVESTMENTS, ENVIRONMENTAL AND SOCIAL SAFEGUARDS (IESS) – KRA 5

Welcome to the end of the program (EOP) evaluation for Kenya Devolution Support Program (KDSP). This evaluation is on the key result area of IESS. Your response is requested on the program performance on IESS during the 5-year duration.

The response is structured into two parts;

PART A

Requires indicating on the Likert scale your perception on the IESS performance criteria provided. The scales range from 1-5 where:

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

PART B

Additional comments on KDSP IESS activities and outcomes

PART A

Relevance: refers to the extent to which the objectives of the program are consistent with the need to enhance the capacity of IESS in supporting delivery of service to the county governments requirements, country and organizational needs	1	2	3	4	5
The KDSP program objectives of enhancing IESS capacity are very relevant to devolution					
The KDSP program objectives of enhancing IESS capacity are very relevant to vision 2030 strategic objectives					
The KDSP program of enhancing IESS capacity is well aligned to GoK National Capacity Building Framework (NCBF) and other relevant policies					
The indicators used in KDSP were relevant to IESS enhancement capacity					
The program created learning experiences with current and future relevance on IESS to be replicated in other programs.					
The program design (structure, scope and delivery mechanisms) led to expected IESS results being achieved					
Enhancement of IESS capacity through the program has resulted in improved service delivery by the county					
Effectiveness: Effectiveness describes if the results have furthered the achievement of the purpose of IESS capacity enhancement, or are expected to do so in the future. The evaluation will be made against the related indicators.					
Outcome on IESS contained in program document results framework have been fully achieved					
KDSP funds for IESS activities were well managed in terms of timely disbursement					
KDSP funds for IESS activities were well managed in terms of accuracy in correspondence					
KDSP funds for IESS activities were well managed in terms of in respect to payment triggers					
KDSP funds for IESS activities were well managed in terms of relationship with other county funds					
Achievement of IESS results provides vital lessons for overall improvement of KDSP and other future programs					
KDSP information systems had completeness in assumptions, identification and mitigations strategies of IESS risk management					

Achievement of KDSP program results in IESS has contributed to improved service delivery to a big extent					
Efficiency and value for money: The efficiency of a program is defined by how well the various activities of IESS transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned					
KDSP capacity building (CB) modalities for IESS were efficiently implemented at an acceptable rate and as per the program schedule					
KDSP capacity building (CB) modalities for IESS were efficiently implemented using adequate modalities and as per the program schedule					
KDSP adaptive management approach supported by adequate financial reports ensured efficient resources use in IESS activities					
KDSP adaptive management approach supported by adequate progress reports ensured efficient resources use in IESS activities					
There was minimal discrepancy between planned and utilized financial expenditures by the program support agencies for IESS activities					
IESS results achievement provides adequate lessons on efficiency and value for money to be replicated in other key areas of the program					
KDSP infrastructure and cost accommodated choices of supporting agencies, partners and collaborations in IESS activities					
The program design structure allowed enough flexibility in implementation and accommodated emerging necessary changes when needed to improve IESS activities implementation					
Impact: Describes how the program has succeeded in the attainment of its overall Objective of enhancing IESS capacity and the targeted impact for its beneficiaries. The valuation will be made against the related performance indicators contained in the KDSP Results Framework					
The KDSP is progressing towards full achievement of the PDO in IESS area					
The program has enhanced IESS capacity has resulted in an increase in County Conditional funding levels					
The program's enhanced IESS capacity has impacted widely on delivery of services at the county					
The program enhanced IESS capacity and has improved social-economic wellbeing of the county					
Enhanced IESS capacity has contributed to county government increased capacity to manage resources efficiently					

Sustainability. Sustainability can be described as the degree to which the benefits produced by the program in enhancing IESS capacity continue after the external support has come to an end.					
The county has mainstreamed capacity building in its structures, plans and budgets for sustainability purpose in IESS					
The county has established good systems and structures for financial management and accountability to ensure sustainability in IESS					
The county has adopted a culture of innovation to sustainably maintain IESS results after end of the program					
Lessons learnt in the program provide adequate knowledge for sustainability in IESS activities					
The county has built adequate inbuilt resilience mechanisms to ensure sustainability of IESS					
Implementation					
We have been sufficiently involved in IESS planning and implementation activities					
The KDSP frameworks proved to be adequate tools during IESS implementation					
The KDSP work plans proved to be adequate tools during IESS implementation					
The KDSP resources disbursement schedules proved to be adequate tools during IESS implementation					
The program had good coordination structures in national level for effective and efficient functioning of IESS					
The program had good coordination structures in county level for effective and efficient functioning of IESS					
The program partnerships (management structures, communications and relationships) were adequate at the county level to support implementation of IESS activities					
IESS implementation cost was nearly as projected in KDSP and exhibited minimal deviation					
IESS implementation activities were implemented on time as scheduled in KDSP plans and exhibited minimal deviation					

PART B

Provide One or Two additional comments on capacity development improvements/non improvements, challenges and suggested area of improvement on the performance of IESS due to the program support on each area below. Mention only those u consider most significant.

(a) Observed Improvements(Outcome/impacts) in IESS

1.....
.....
2.....
.....

(b) Observed non-improvement in IESS

1.....
.....
2.....
.....

(c) Key Challenges experienced in KDSP IESS activities

1.....
.....
2.....
.....

(d) Suggestions for improvement in future similar IESS programs

1.....
.....
2.....
.....

(e) Suggestions on how to enhance sustainability in attained IESS improvements

1.....
.....
2.....
.....

Name..... Date..... Signature.....

