



— THE PRESIDENCY —
MINISTRY OF DEVOLUTION & ASAL



MAKUENI COUNTY GOVERNMENT

**ANNUAL CAPACITY & PERFORMANCE
ASSESSMENT (ACPA- 4) REPORT**

Conducted on:

7th October To 9th October 2019



CONTENTS

ACRONYMS.....	3
ACKNOWLEDGEMENT.....	4
EXECUTIVE SUMMARY.....	5
2.0 INTRODUCTION.....	8
2.1 KEY RESULTS AREAS.....	8
2.2 THE PROGRAM DEVELOPMENT OBJECTIVE (PDO).....	9
2.3 THE SPECIFIC OBJECTIVES.....	10
2.4 THE ANNUAL CAPACITY AND PERFORMANCE ASSESSMENT (ACPA).....	11
2.5 THE ANNUAL CAPACITY AND PERFORMANCE ASSESSMENT PROCESS.....	11
3.0 METHODOLOGY.....	12
3.1 LITERATURE REVIEW.....	12
3.2 MOBILIZATION.....	13
3.3 SENSITIZATION WORKSHOP.....	13
4.0 SUMMARY OF RESULTS.....	15
4.1 MINIMUM ACCESS CONDITIONS (MACS).....	15
4.2 MINIMUM PERFORMANCE CONDITIONS (MPCS).....	17
4.3 PERFORMANCE MEASURES.....	25
5.0 ASSESSMENT OF DEVELOPMENT PROJECTS VISITED.....	63
6.0 SPECIFIC AND GENERAL COMMENTS TO INDIVIDUAL ASPECTS OF THE ASSESSMENT PROCESS.....	67
6.1 MINIMUM ACCESS CONDITIONS.....	67
6.2 MINIMUM PERFORMANCE CONDITIONS ISSUES.....	67
6.3 PERFORMANCE MEASURES ISSUES.....	67
7.0 OVERVIEW OF THE 5 WEAKEST PERFORMANCES.....	68
8.0 TREND ANALYSIS.....	69
8.1 COMPARATIVE ANALYSIS OF ACPA 2017/18 AND 2018/19.....	69
9.0 RECOMMENDATIONS.....	74
10.0 LIST OF REPRESENTATIVES INTERVIEWED -MAKUENI COUNTY.....	74
11.0 APPENDICES.....	76
11.1 ENTRY MEETING MINUTES.....	76
11.2 EXIT MEETING MINUTES.....	79



ACRONYMS

ACPA	-	Annual Capacity and Performance Assessment
ADP	-	Annual Development Plans
CARPS	-	Capacity Assessment and Rationalization of the Public Service
CB	-	Capacity Building
CE	-	Civic Education
CEC	-	County Executive Committee
CFAR	-	County Financial and Accounting Report
CGB	-	County Government of Busia
CIDP	-	County Integrated Development Plan
CE&PP	-	Civic Education & Public Participation
CO	-	Chief Officer
C.O.B	-	Controller of Budget
CPG	-	County Performance Grants
EA	-	Environmental Audits
EIA	-	Environmental Impact Assessment
EMCA	-	Environmental Management and Coordination Act
FS	-	Financial Secretary
FY	-	Financial Year
ICT	-	Information Communication Technology
IPSAS	-	International Public Sector Accounting Standards
KDSP	-	Kenya Devolution Support Programme
KRA	-	Key Result Area
M&E	-	Monitoring and Evaluation
MAC	-	Minimum Access Conditions
MoDA	-	Ministry of Devolution and ASAL
MPC	-	Minimum Performance Conditions
NEMA	-	National Environment Management and Coordination Authority
NT	-	National Treasury
PFM	-	Public Finance Management (Act)
PM&E	-	Planning, Monitoring & Evaluation
PMS	-	Prestige Management Solutions
POM	-	Programme Operation Manual
PP	-	Public Participation



ACKNOWLEDGEMENT

The consulting team from **Prestige Management Solutions Ltd** wishes to thank the County Government of Makueni, Senior Management, and staff who participated in the Annual Capacity and Performance Assessment. The assessment team thanks all County Government of Makueni Senior Officials and staff led by H.E Governor Kivutha Kibwana, Deputy Governor Hon. Adelina Mwau, Acting County Secretary, Ms. Rael Muthoka, CECs and Cos present, for their overwhelming, support and their fruitful contributions to the 2018/2019 Annual Capacity and Performance Assessment (ACPA) exercise for the County Government of Makueni.

Finally, we wish to appreciate Dr. Zipporah Wambua CGM KDSP Coordinator who is also DPPCE, all KRA Focal Persons for Public Finance Management, Planning and M&E, Human Resource Management, Civic Education and Public Participation, Environment & Social Safeguards and all key County officials for their guidance and immense support during the 3 days while undertaking the 2018/19 ACPA for the County of Makueni.



EXECUTIVE SUMMARY

The Government of Kenya developed a National Capacity Building Framework – NCBF, in 2013 to guide the implementation of its capacity-building support for county governments. The program is a key part of the government’s Kenya Devolution Support Program – KDSP- supported by the World Bank. The NCBF – MTI covers PFM, Planning and M & E, Human Resource Management, Devolution, and Inter-Governmental Relations and Public Participation.

The Ministry of Devolution and ASAL – MODA, the state department of devolution subsequently commissioned Prestige Management Solutions Limited to carry out the Annual Capacity and Performance Assessment (ACPA) in forty-seven counties in Kenya. The ACPA aim is to review the achievement of three areas namely:

1. The Minimum Access Conditions (MACs)
2. Minimum Performance Conditions (MPCs)
3. Performance Measures (PMs)

In preparation for the assessment process, MODA carried out an induction and sensitization training to the consulting team to help them internalize the objectives of the ACPA, size of capacity and performance grants, County Government’s eligibility criteria, ACPA tool, and the ACPA assessment criteria.

This report highlights the findings of the assessment carried out by Prestige Management Solutions on the Annual Capacity Performance Assessment (ACPA) under the Kenya Devolution Support Programme (KDSP). KDSP is a Programme jointly funded by the National Government and World Bank. The overall KDSP objective is to strengthen the capacity of core national and county institutions to improve the delivery of devolved functions at the County level.

The Constitution of Kenya 2010 creates a new governance structure, through rebalancing accountabilities, increasing the responsiveness, inclusiveness, and efficiency of government service delivery. It provides for multiple reforms including a strengthened legislature, judiciary, decentralization, new oversight bodies, and increased transparency and accountability to citizens.

The county governments as new institutions have within four 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.

In preparation for the capacity needs of a devolved structure, the national government in consultation with the County Governments created the National Capacity Building Framework (NCBF) in 2013. In respect of Article 189 of the Constitution, Multiple new laws, systems, and policies were rolled out; induction training for large numbers of new county staff from different levels of County Government was initiated focused on the new counties. The Medium-Term Intervention (MTI) which provides a set of results and outputs against capacity building activities at both levels of government, and across multiple government departments and partners can be measured were instituted. These measures provide the basis for a more coherent, well-resourced and devolution capacity support, as well as by other actors. The NCBF spans PFM, Planning and M&E, Human

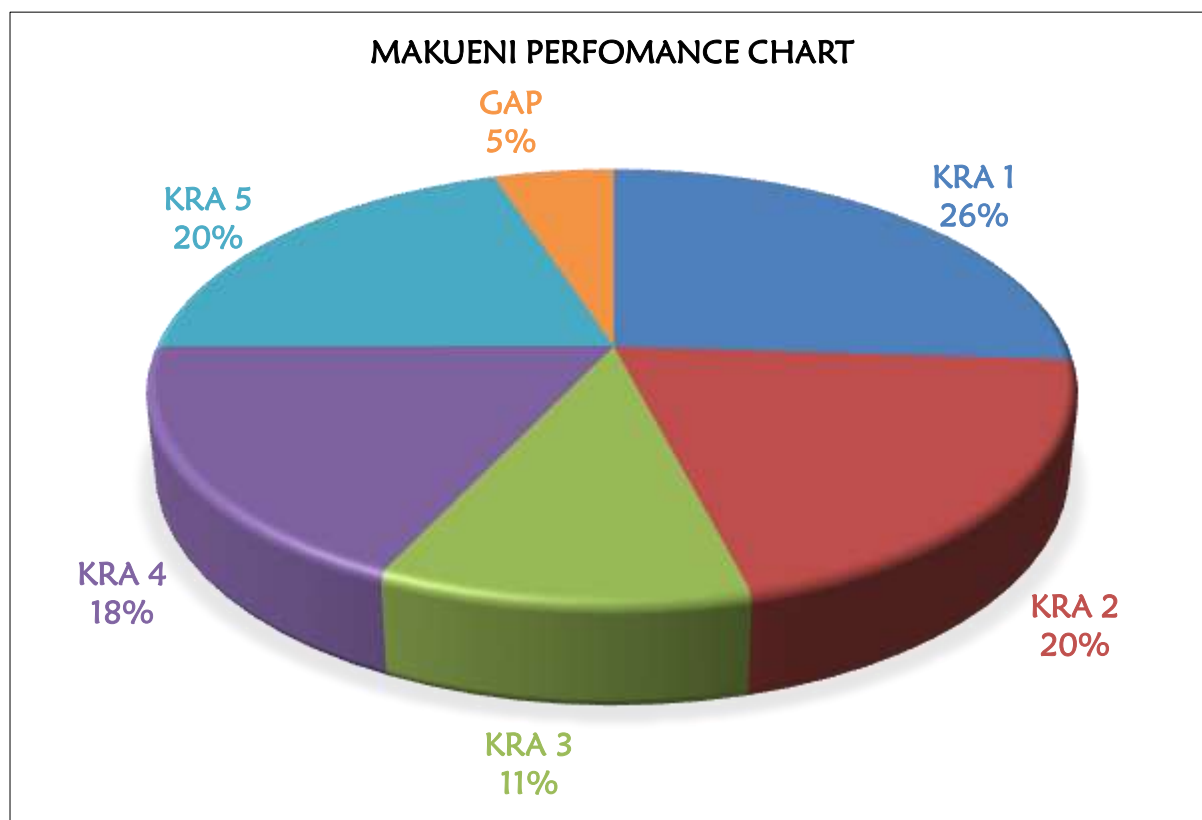


Resource Management, Devolution, and Inter-Governmental Relations and Public Participation.

This report documents the key issues that arose during the assessment of Makueni County Government spanning from the methodology used for the assessment, time plan, and overall process, summary of the results, summary of capacity building requirements and challenges in the assessment period. The outcome of the assessment can be summarized as follows:

ACPA Measures	Outcome
MAC	All the MACs have been met
MPC	Have met all the 9 MPCs

ACPA Measures	Outcome	Score
PM	KRA 1: Public Financial Management	26
	KRA 2: Planning, Monitoring and Evaluation	20
	KRA 3: Human Resources Management	11
	KRA 4: Civic Education and Participation	18
	KRA 5: Investment implementation & Social And environmental performance	20
	SCORE OVER 100	95





Achievements

The County Government of Makueni performed better than in the previous year in all key result areas these are: Public Financial Management, Planning, Monitoring & Evaluation, and Civic Education & Public Participation

- KRA 1 planning documents were availed and all the steps followed in the budget process. The 25 IFMIS steps were followed by all the procurements done in the county. The OSR increase for the year under review compared to the previous year.
- KRA 2 maintained 100 % as all the reports were availed. These include the CIDP, ADP, C-APR and the evaluation reports for the projects completed by the county.
- KRA 4 was satisfactory as forums held were structured and planned for by the county. Civic education and participatory activities were also done by the county.
- KRA5 projects adhered to environmental and social safeguards.

Weaknesses

The County Government of Makueni had a number of Key weaknesses that were noted and more specifically in the following areas:-

- In KRA 1 the Submission of the CBROP by Treasury to Assembly was on 18th October 2017 which was late.
- Monthly reporting and up- Date of accounts were also not submitted inclusive of all required documentation to the management.
- The PPRA reports for quarters 1 & 2 were submitted late.
- KRA 2 was well-done storage of documents to be done well for easy retrieval of documents
- Under KRA 3 the annual targets in the staffing plan were not set hence not met.
- More forums and activities to be held beyond the budget forums
- Documentation to be done well for easy retrieval of documents, for example, the completion certificates

Challenges

- 1) Submission of documents was not on time hence the county should ensure that all planning documents and other reports are submitted on time
- 2) Document retrieval should be of ease hence the county should ensure that all the documents are secure and stored well

Areas of Improvement

- In KRA 1 Submission of the CBROP by Treasury to Assembly to be done on time
- Monthly reporting and up- Date of accounts to be submitted to management for internal use.
- PPRA reports to be submitted on time
- KRA 2 storage of documents to be done well for easy retrieval of documents
- Under KRA 3 annual targets to be set in the staffing plan and met by the HR department
- More forums to be held beyond the budget forums



2.0 INTRODUCTION

The Government of Kenya, together with Development Partners, has developed a National Capacity Building Framework (NCBF) that framed efforts to build capacity around the new devolved governance arrangements. The NCBF covers both national and county capacity whose intent was to support capacity building to improve systems and procedures through performance-based funding for development investments over a period of five years starting from January 2016.

The Kenya Devolution Support Program (KDSP) was designed on the principles of devolution that recognizes the emerging need to build capacity and deepen incentives for national and county governments to enable them to invest in activities that achieve intended results in the NCBF KRAs. This program is not only expected to build institutional, systems and resource capacity of the county institutions to help them deliver more effective, efficient, and equitable devolved services but also to leverage on the equitable share of the resources they receive annually.

During the first two years of devolution, under the NCBF, the national government put in place multiple new laws and policies and systems, rolled out induction training for large numbers of new county staff from different levels of county government, and initiated medium-term capacity initiatives focused on the new counties.

The framework, therefore, provides a set of results and outputs against which capacity building activities at both levels of government, and across multiple government departments and partners are measured. Further, it also provides the basis for a more coherent, well-resourced and coordinated devolution capacity support across multiple government agencies at national and county levels, as well as by other actors.

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.” The NCBF has five pillars namely;

- Training and Induction; Technical Assistance to Counties;
- Inter-governmental Sectoral Forums;
- Civic Education and Public Awareness; and
- Institutional Support and Strengthening.

2.1 Key Results Areas

The MTI defines priority objectives, outputs, activities, and budgets for building devolution capacity across 5 KRAs as follows;

- **KRA 1 - Public Financial Management:** (i) Country Revenue Management; (ii) Budget preparations and approval of program based; (iii) IFMIS budget support Hyperion module compliance ; (iv) Financial Accounting timeliness preparation, Recording, and Reporting; (v) Procurement adherence to IFMIS processes and procurement and disposal Act 2012; and (vi) Internal and External Audit reductions of risks and value for money;
- **KRA 2 - Planning and Monitoring and Evaluation:** (i) County Planning and updated County Integrated Development Plan (CIDP) Guidelines; and (ii) County M&E – including County Integrated Monitoring & Evaluation System (CIMES) guidelines;



- **KRA 3 - Human Resources and Performance Management:** (i) County Developing county staffing plans; (ii) competency frameworks, efficient systems, processes and procedures, and performance management systems;
- **KRA 4 – Education and Public Participation:** (i) civic education; and (ii) public participation, including means to enhance transparency and accountability
- **KRA 5 - Investment management including Social and Environmental safeguards;** i. project implementation as per the cost; ii. maintenance of the projects to ensure sustainability; iii. Screening of environmental social safeguards; iv.environmental impact assessment/environmental management plans procedures

For each of these KRAs, the NCBF-MTI defines both national and county level results, as well as key outputs and activities. The Performance and capacity grants to counties are thus critical to devolution capacity building as they define key capacity results at the county level, regularly assess progress, and strengthen incentives for counties to achieve these results. In turn, counties that manage to strengthen these key PFM, human resource and performance management (HRM), planning and M&E, and citizen education and public participation capacities will be better equipped to manage county revenues and service delivery, achieve county development objectives, and access other sources of development financing

2.2 The Program Development Objective (PDO)

The broad objective is to strengthen the capacity of core national and county institutions to improve the delivery of devolved services at the county level. The Key Program Principles are:

- i) Result based Disbursements- Disbursement of funds follow a set of national and county level results which are well defined and converted into measurable indicators;
- ii) Strengthening Existing Government Systems. All program activities are aligned to existing departmental and county level planning and budgeting system including monitoring and evaluation. Counties are expected to develop implementation reports and financial reports that provide details of capacity building activities completed against the annual capacity building plans and investment grants;
- iii) Support the National Capacity Building Framework. The KDSP supports the implementation of the NCBF through a complementary set of activities. Since 2013, both National Government and Development Partners have designed and implemented a range of activities to support the achievement of NCBF results. The program has established mechanisms by;
 - a) Introducing a robust annual assessment of progress towards NCBF and MTI results to better inform government and development partner activities;
 - b) Building on ongoing National Government capacity building activities to deliver a more comprehensive, strategic and responsive package of activities;
 - c) Strengthening the design, coordination, targeting, and implementation of counties' own capacity-building activities;
 - d) Strengthening the linkage between capacity building 'inputs' and capacity



‘outputs’ through stronger incentives for improved performance;

- iv) Funds Flow to strengthen the inter-governmental fiscal structure. The program supports fund transfer directly to counties realizing the vision of the government to facilitate fiscal transfers through performance grant from the national government to counties;
- v) Independent assessment of results. The Program supports the Annual Capacity & Performance Assessment (ACPA), strengthening of the timeliness and coverage of the audit of the counties’ financial statements, which are important inputs to the performance assessments.
- vi) It is against this backdrop that the third annual capacity performance assessment was carried out

2.3 The specific objectives.

The specific objectives of the assessment are to –

- a) Verify compliance of the counties with key provisions of the laws and national guidelines and manuals such as the Public Financial Management Act, 2012, the County Government Act and other legal documents;
- b) Verify whether the audit reports of the OAG of the counties follow the agreements under the KDSP, which is important for the use of findings in the ACPA;
- c) Measure the capacity of county governments to achieve performance criteria derived from the core areas of the NCBF;
- d) Use the system to support the determination of whether counties have sufficient safeguards in place to manage discretionary development funds and are therefore eligible to access various grants, such as the new CPG;
- e) Promote incentives and good practice in administration, resource management, and service delivery through show-casing the good examples and identifying areas which need improvements;
- f) Assist the counties to identify functional capacity gaps and needs;
- g) Provide counties with a management tool to be used in reviewing their performance, and to benchmark from other counties, as well as focusing on performance enhancements in general;
- h) Enhance downwards, horizontal and upward accountability, encourage and facilitate closer coordination and integration of development activities at the county level;
- i) Contribute to the general monitoring and evaluation (M&E) system for counties and sharing of information about counties’ operations.

This performance assessment has thus covered the counties’ compliance with a set of minimum access conditions (MACs) for access to grants (MCs), a set of Minimum Performance Conditions (MPCs) and set of defined Performance Measures (PMs), which are outlined in the Annual Capacity & Performance Assessment Manual (ACPA) that was provided to the consultant by KDSP Secretariat prior to the start of the ACPA. To ensure the credibility of the collated data, the quality assurance team moderated with



precision to validate the evidence to ensure accountability and ownership of the reports by all players.

The results obtained from the assessment are therefore credible for use in guiding the analysis and in the determination of the counties' actual grant allocations for FY 2019/2020 in capacity building and investment. The data similarly will be used to establish a baseline for review of the tool and set targets of future performance measures.

2.4 The Annual Capacity and Performance Assessment (ACPA)

The Ministry of Devolution and ASAL annually procure an independent Consultant firm to carry out the assessment of the counties on three sets of indicators:

1. Minimum Access Conditions;
2. Minimum Performance Conditions, and
3. Performance Measures.

The Performance Measures are drawn from the NCBF-Medium Term Interventions were further refined through an extensive design process involving many agencies and stakeholders within the counties. These measures were designed vis -a -vis other complementary measures namely; the Fiduciary Systems Assessment and the Environmental and Social Systems Assessment which addresses key gaps and capacity needs.

Although significant capacity-building resources have been mobilized by government and external partners, it has proven quite difficult to measure the effectiveness of the inputs provided, as well as to make sure that capacity-building resources are channeled to where they are most needed. Arising from these challenges, the KDSP introduced the Annual Capacity and Performance Assessment (ACPA) methodology which combines self-assessment of the counties with an external assessment conducted by an independent firm.

The self-assessment helps counties to familiarize themselves with capacity building interventions that address the unique gaps of each county. The external assessment is conducted annually to establish linkages of funding and performance. Similarly, it plays a number of complementary roles which include:

- a) Evaluating the impact of capacity-building support provided by national government and development partners under the NCBF
- b) Informing the design of capacity building support to address county needs;
- c) Informing the introduction of a performance-based grant (the Capacity & Performance Grant, which was introduced from FY 2016/17) to fund county executed capacity building and;
- d) To increase the incentives for counties to invest in high priority areas

2.5 The Annual Capacity and Performance Assessment Process

The ACPA process started in June 2016 when the participating counties conducted the Self-Assessment exercise. The process was guided by the National Government technical team that inducted county government on the participation of the KDSP. It formed the



basis of capacity building plans for FY 2016/17. The FY 2017/18 assessment was carried out from 4th November- 14th December 2018 by an external consultant, Prestige Management Limited. The FY 2018/19 assessment was again carried out by Prestige Management between September 16th to 28th October 2019. All 47 counties were assessed in accordance with the TOR, similar instruments were administered and all other agreed procedures followed.

Therefore, the report is credible and recommended for use by the Government and the development partners in the determination of the counties that qualify for the capacity building and investment grants for the FY 2019/2020. In the event, a count is dissatisfied with the outcome a window of 14 days is granted to file an appeal.

3.0 METHODOLOGY

The assignment was carried out in line with the terms of reference set out by the client and agreed during the inception reporting. To agree on the assignment methodology and approach, the consultants presented an inception report in July 2019 to the client, which gave a clear pathway in the implementation of the project.

The Inception report elucidated the processes of the mobilization, literature review to study secondary data, primary data collection through field visit and its collation and presentation of the draft report to the client for review and acceptance. In the technical proposal, Prestige Management Solutions Limited presented this methodology to the Ministry of Devolution and ASAL, State Department of Devolution which was considered. These stages are as follows;

3.1 Literature Review

The consultants reviewed several documents to appreciate the context under which the project was conceived and the level of achievement to date. The literature review provided an adequate background for the consultants, as to the genesis of the Kenya Devolution Support Programme.

The consultants reviewed several documents authored by the World Bank, to establish the relevance of the project in support of their capacity to access performance grants. A number of these documents formed the built up to the formulation of the performance assessment tool.

The consultants reviewed the applicable laws as well as the World Bank Capacity Building framework, which formed the background literature and framework for the assessment tool. The consultants noted that various World Bank reports including its Capacity Building Results Framework would be instrumental in supporting the process of capacity building.

Briefly, the following contents within the ACPA manual: The Minimum Access Conditions, the Minimum Performance Conditions, and the Performance Measurements. Ministry Official stressed the need for consultants to document challenges witnessed during the field work which could affect the outcome of the assignment. It was observed that the consultants would need to keep a close working relationship with the Ministry of Devolution to quickly respond to emerging issues, on areas where interpretation needed further clarification.



3.2 Mobilization

The assessment commenced with a mobilization meeting between members of Prestige Management Solutions Ltd team and representatives from the Ministry of Devolution and ASAL. At this meeting, Prestige Management Solutions presented the methodology for consideration: -

- i) The methodology highlighted each stage of the assignment and the scope of the Annual County Performance Assessment, interpretation, and understanding of the Terms of reference, assessment objectives and also proposed other parameters that will enhance the objective of the study, outputs expected & Identification of gaps including existing data to measure the standards.
- ii) Collate background information and relevant material such as existing audit reports, laws and regulations, the operations manuals and relevant records that would ideally assist the consultant in attaining her objective
- iii) Proposed and agreed on the schedule dates for the field works
- iv) Assessment of key implementation challenges and risks among others

3.3 Sensitization Workshop

- i) Following the submission of the Inception reporting, the consultants were inducted on the contents of the ACPA data collection tools. The workshop was conducted at the Ministry of Devolution offices at the Bazaar Towers. The officials from the Ministry involved in the training were familiar with the tool having conducted similar inductions for Counties' staff. The sensitization workshop took two days and covered the background of the assignment and the detailed assumptions underlying the tool.
- ii) The project Coordinator mobilized all the team leaders/assessors' consultants involved in the assignment. The team leaders took the assessors through the necessary documents including the capacity assessment tool. The assessors were also facilitated to access relevant documents to help them prepare for the assignment. As part of the preparation for the assignment, the assessors were exposed to County Governance and reporting requirements.

a) Entrance Meeting

The entry meeting was held on 7th October 2019 at the Governor's Boardroom and it was Chaired by the Acting County Secretary MS. Rael Muthoka. The main purpose of the entry meeting was for the assessment team to be introduced, share the purpose of the ACPA, and agree on the 3 days' action plan with county officials.

The details of the entrance meeting are highlighted in annex 1.

b) Data Administration

The assessment team undertook the administration of the ACPA by capturing the evidence for MPCs, and PMs as defined by the means of verification in the tool. The assessment team visited three project sites.

c) Exit Meeting-Debriefing

The exit meeting was held at the Governor's Boardroom and it was Chaired by the



Deputy Governor Hon. Adelina Mwau. The exit meeting was used for sharing preliminary findings which include identified gaps for each of the 5 KRAs.

The details highlight of the debrief is shown in annex 2

TIME PLAN

Activity	7 th October 2019	8 th October 2019	9 th October 2019
Entry meeting			
Assessing the Minimum Access Conditions			
Assessing minimum Performance Measures			
Assessing Performance Measures			
Exit Meeting			
Preparing Report			



4.0 SUMMARY OF RESULTS

The summary of the results of the assessments are provided in tables 4.1, 4.2 and 4.3 below by MACs, MPCs, and PMs respectively

4.1 Minimum Access Conditions (Macs)

Minimum Conditions for Capacity and Performance Grants (level 1)	Reason and Explanation	Detailed indicator and Means of Verification (MoV)	Comments	Assessment Met/ Not Met	Detailed Assessment Finding
1. County signed a participation agreement	To ensure that there is ownership and interest from the county to be involved in the Program, and to allow access to information for the AC&PA teams.	Signed confirmation letter / expression of interest in being involved in the Program MoV: Review the confirmation letter against the format provided by MoDA/in the Program Operational Manual (POM).	All counties have already signed participation agreements; no need to verify co	MET	WAIVED
2. CB plan developed	Is needed to guide the use of funds and coordination. Shows the capacity of the county to be in driver's seat on CB.	CB plan developed for FY 2018-19 according to the format provided in the Program Operational Manual/Grant Manual (annex). MoV: Review the CB plan, based on the self- assessment of the KDSP indicators: MACs, MPC and PMs, and compared with the format in the POM /Grant Manual (annex).	Review CB plan for FY 2018/19 Developed for all counties but separate verification by CB verification team	MET	WAIVED
3. Compliance with the investment menu of the grant	Important to ensure the quality of the CB support and targeting of the activities.	Compliance with investment menu (eligible expenditure) of the Capacity Building Grant released to counties to date. MoV: Review of grant and utilization – progress reports. Reporting for the use of CB grants	Waived for all County Governments	MET	WAIVED



Minimum Conditions for Capacity and Performance Grants (level 1)	Reason and Explanation	Detailed indicator and Means of Verification (MoV)	Comments	Assessment Met/ Not Met	Detailed Assessment Finding
		for the previous FYs in accordance with the Investment menu			
4. Implementation of CB plan	Ensure actual implementation.	Minimum level (70% of FY 2016/2017 plan, 75% of FY 2017/2018 plan, 80% of subsequent plans) of implementation of planned CB activities by end of FY. MoV: Review financial statements and use of CB + narrative of activities (quarterly reports and per the Grant Manual).	Waived for all County Governments	MET	AVAILED



4.2 MINIMUM PERFORMANCE CONDITIONS (MPCS)

Minimum Performance Conditions for Capacity & Performance Grants (level 2)	Reason and Explanation	Detailed indicator and Means of Verification	Comments	Assessment met / not met	Detailed assessment findings
Minimum Access Conditions complied with					
1. Compliance with minimum access conditions	To ensure minimum capacity and linkage between CB and investments.	Compliance with MACs. MoV: Review of the conditions mentioned above and the MoV of these.	Waived for all County Governments	MET	WAIVED
Financial Management					
2. Financial statements submitted	To reduce fiduciary risks	Financial Statements (for FY 2017-18) with a letter on documentation submitted to the Kenya National Audit Office by 30th September 2018 and National Treasury with required signatures (Internal auditor, heads of accounting unit, etc.) as per the PFM Act Sec 116 and Sec. 164 (4). This can be either individual submissions from each department or consolidated statement for the whole county. If individual statements are submitted for each department, the county must also submit consolidated statements by 31 st October 2018. The FS has to be in an auditable format. MoV: Annual financial statements (FSs), submission letters to Office of the Auditor General (OAG) + records in OAG.	3 months after the closure of the FY (30 th of September 2018). Complied with if the county is submitting individual department statements: 3 months after the end of FY for department statements and 4 months after the end of FY for a consolidated statement.	Met	Evidence of Financial statements for FY 2017/18 with receiving stamps from CRA, COB, NT, OAG all dated 28TH September 2018 and Assembly dated 1st October 2018 was presented. CGM/017/MPC/2
3. Audit opinion does not	To reduce fiduciary risks	The opinion in the audit report of	Audit reports <u>cannot</u> be with a	Met	The county had Unqualified



Minimum Performance Conditions for Capacity & Performance Grants (level 2)	Reason and Explanation	Detailed indicator and Means of Verification	Comments	Assessment met / not met	Detailed assessment findings
carry an adverse Opinion or a disclaimer		the financial statements for county executive for FY 2017-18 cannot be adverse or carry a disclaimer opinion MoV: Audit reports from the Office of the Auditor General	disclaimer or adverse opinion increased demands) – no exceptions As per program requirements, the assessment will rely on the audit opinion as at the time they are released by OAG.		audit opinion
Planning					
4. Annual planning documents in place	To demonstrate a minimum level of capacity to plan and manage funds	CIDP, Annual Development Plan (for FY 2018-19) and budget (for FY 2018-19) approved and published (on-line). (Note: The approved versions have to be the version published on county website) (PFM Act, Art 126 (4). MoV: CIDP, ADP, and budget approval documentation, review of county web-site.		Met	Evidence of the following planning documents were provided. 1)Budget –submitted to the assembly on 30th April 2018 . 2)CIDP (2018-2022)- 24th August, 2018 . 3)ADP- 31st August 2018 . CGM/017/MPC/4
Use of funds in accordance with Investment menu					
5. Adherence with the investment menu Only applies to 13 counties which received level 2 grants for FY 2017-18 Busia, Nyandarua, Kiambu, Baringo, Makueni, Kisii, Laikipia, Siaya, Narok, Kirinyaga, Kajiado, Garissa	To ensure compliance with the environmental and social safeguards and ensure efficiency in spending.	For the 13 Counties that received level 2 grant for FY 2017/18, review the following: Adherence with the investment menu (eligible expenditures and non-eligible expenditures) as defined in the PG Grant Manual. Review financial statements against the grant guidelines. Check up on	Review Implementation of the investment projects in the 13 counties for FY 2017/18 level 2 grants and Submission of project proposals for the 22 counties for level 2 grant of FY 2018-19	Met	Evidence of implementation report for the first level 2 grant was availed. CGM/017/MPC/5



Minimum Performance Conditions for Capacity & Performance Grants (level 2)	Reason and Explanation	Detailed indicator and Means of Verification	Comments	Assessment met / not met	Detailed assessment findings
and Mandera		the use of funds from the C&PG through the source of funding in the chart of			
And 22 counties which received level 2 grants for FY 2018-19 Makueni, Kiambu, Kakamega, Mombasa, Nyandarua, Mandera Kisii, Meru, Nyeri, Bungoma, Narok, Elgeyo Marakwet, Laikipia, Kilifi, Baringo, Wajir, Busia, Uasin Gishu, Nakuru, Marsabit, Tranzoia, Kjiado		accounts (if possible through the general reporting system with Source of Funding codes) or special manual system of reporting as defined in the Capacity and Performance Grant Manual) Review budget progress reports submitted to CoB. For the 22 Counties that received Level 2 grants in FY 2018/19, review the following: Project proposals (for use of FY 2018- 19 Level 2 grants) are fully consistent with the investment menu (eligible expenditures and non-eligible expenditures) as defined in the PG Grant Manual.	Please have the lists of 13 counties that qualified and received level 2 grant in FY 2017/18 and also 22 counties that qualified and received level 2 grant in FY 2018/19	Met	The program proposal for the 2 nd Level 2 Grant was availed. CGM/017/MPC/5/2
Procurement					
6. Consolidated Procurement plans in place.	To ensure procurement planning is properly coordinated from the central procurement unit instead of at departmental, and to ensure sufficient capacity to handle discretionary funds.	Updated consolidated procurement plan for executive and for assembly (or combined plan for both) for FY 2018- 19. <u>MoV:</u> Review the procurement plan of each procurement entity and county consolidated procurement plan and check up against the budget whether it encompasses the needed projects and adherence with	The situation <u>during</u> FY 2018-19 to be assessed. ACPA to identify last budget revision for FY 2018-19 and then assess whether the consolidated procurement plan existed <u>and</u> was updated. (Emphasis should be on the Executive procurement plan 2018/19)	Met	An updated consolidated, revised procurement plan for FY 2018/19 was presented. The plan is updated when there are budget revisions CGM/017/MPC/6



Minimum Performance Conditions for Capacity & Performance Grants (level 2)	Reason and Explanation	Detailed indicator and Means of Verification	Comments	Assessment met / not met	Detailed assessment findings
		<p>procurement procedures.</p> <p>The procurement plan(s) will have to be updated if/and when there are budget revisions, which require changes in the procurement process.</p> <p>Note that there is a need to check both the consolidated procurement plan for 1) the assembly and 2) the executive, and whether it is revised when budget revisions are made.</p>			
Core Staffing in Place					
7. County Core staff in place	To ensure minimum capacity in staffing	<p>Core staff in place</p> <p>The following staff positions should be in place:</p> <ul style="list-style-type: none"> • Procurement officer • Accountant • Focal Environmental officer designated to oversee environmental safeguards for all sub projects • Focal Social Officer designated to oversee social safeguards for all sub projects • M&E officer <u>MoV</u>: Staff organogram/ scheme of service/ salary payment/job description/interview/ 	At the point of time for the ACPA.	Met	<p>Appointment letter for the following county core staffs were presented:</p> <ol style="list-style-type: none"> 1. Mr. Kennedy Muthama Maundu Promotion letter to the chief accountant position. P/NO: 2010055552 dated 31st January 2019. 2. Mr. Christopher Mbindyo Yulu as the monitoring and evaluation officer. Letter of appointment dated 13th, April 2016. 3. Mr. Alex Kyalo Mutuku was appointed as Director supply and chain management, dated 24th Jul 2017. 4. Mr. Joseph Munyao was appointed as the Assistant Director of Environment



Minimum Performance Conditions for Capacity & Performance Grants (level 2)	Reason and Explanation	Detailed indicator and Means of Verification	Comments	Assessment met / not met	Detailed assessment findings
		Appointment letter / Deployment letter			management on 27 th October 2014. 5. Mr. Bernard Wambua appointed on 22nd July 2019. Ref NO: MCG/CS/APPTC/1/17 / (77). As the social safeguard officer . CGM/017/MPC/7
Environmental and Social Safeguards					
8. Functional and Operational Environmental And Social Safeguards Systems (i.e. screening/vetting, clearance/ approval, enforcement & compliance monitoring, documentation & reporting) in place.	To ensure that there is a mechanism and capacity to screen environmental and social risks of the planning process prior to implementation, and to monitor safeguard during implementation. To avoid significant adverse environmental and social impacts To promote environmental and social benefits and ensure sustainability To provide an opportunity for public participation and consultation in the safeguards process (free, prior and informed	1. Counties endorse, ratify and comply with an environmental and social management system to guide investments (from the ACPA starting September 2016). MOV: -NEMA Certification of subprojects. -Relevant county project documents. (screening checklist, Register of screened projects, No. of EMP) (Capacity Performance Grant Manual pg 16-21&29-30) 2. Appointed environmental and social focal points are actively involved in screening, overseeing comprehensive and participatory ESMPs for all KDSP investments. MOV: (ACPA 3) relevant county project documents.	Note that the first installment of the expanded CPG investment menu covering sectoral investments starts from July 2017 (FY 2017/18). Hence some of the conditions will be reviewed in the ACPA prior to this release to ascertain that capacity is in place at the county level, and other MPCs will review performance in the year after the start on the utilization of the expanded grant menu (i.e. in the 3 rd AC&PA, see the previous column for details). Please ensure that the teams possess the environmental and social criteria /checklist—see program operations manual (pg).	Met	Screening checklists and a register of screened projects were availed as evidence of endorsed environmental and social management systems that guide investments. NEMA/EIA certifications for the following projects were also presented: <ul style="list-style-type: none"> Proposed Kasikeu grain processing and value addition center, located at Kwothithu village. Proposed integrated grain value addition at Makindu ASK showground at Makindu. Proposed improvement of Maliki vegetables and fruit market in Wote town. Proposed green public park



Minimum Performance Conditions for Capacity & Performance Grants (level 2)	Reason and Explanation	Detailed indicator and Means of Verification	Comments	Assessment met / not met	Detailed assessment findings
	consultation s–FPIC)	<p>3. All proposed investments are screened* against a <u>set of environmental and social criteria/checklist</u> safeguards instruments prepared. (Sample 5-10 projects). (From the second AC&PA, Sept. 2016). MOV</p> <ul style="list-style-type: none"> - Environmental checklist - Social exclusion checklist - Register of screened projects <p>4. ESAs or detailed ESMPs are developed for all investments drawing on inclusive public consultations on E&S impacts of specific investments. All proposed investments are located on properly registered public land, and where necessary, proper land acquisition and compensation procedures are followed and Abbreviated Resettlement Action Plans (ARAPs) are developed and implemented for all involuntary resettlement or livelihood impacts. MOV:</p> <ul style="list-style-type: none"> • Required safeguard instruments (ESMP/EMP/SMP, Occupational 			<p>in Wote town.</p> <ul style="list-style-type: none"> • Proposed construction of Kwas Ndambuki sand dam water project along Kikuu river in Kasunguuni sub location. <p>CGM/017/MPC/8/1</p> <p>Screening checklists were presented. Evidence of signatures from required environmental and social officers Mr. Bernard Wambua and Mr. Joseph Munyao could be validated.</p> <p>CGM/017/MPC/8/2</p> <p>Evidence for sampled proposed projects screened showing engagements from environmental and social experts Mr. Bernard Wambua and Mr. Joseph Munyao was presented. Sampled projects are:</p> <ol style="list-style-type: none"> 1. Construction of Kwa Ndaina sand dam. 2. Proposed Kwa Ndambuki sand dam. 3. Improvement of Malikiti



Minimum Performance Conditions for Capacity & Performance Grants (level 2)	Reason and Explanation	Detailed indicator and Means of Verification	Comments	Assessment met / not met	Detailed assessment findings
		<p>Health & Safety (OHS) prepared and approved by the relevant authorities.</p> <ul style="list-style-type: none"> Proper land acquisition procedures were followed¹ (Advert notices, Minutes of meetings, Agreements, and MoUs) <p>5. Operational/functioning County Environment Committee (either set up as per EMCA or technical committee established by the County Government).</p> <p><u>MoV:</u></p> <ul style="list-style-type: none"> -Evidence of gazettelement & or appointment letters - meeting minutes. 			<p>vegetable and fruits market.</p> <p>4. The proposed green public park at Wote.</p> <p>5. Construction and equipping of CT Scan center.</p> <p>CGM/017/MPC/8/3</p> <p>Evidence showing declaration of public land used for project implementation was availed. ESMPs for sampled projects were also presented.</p> <p>CGM/017/MPC/8/4</p> <p>A gazette notice and sample minutes were presented. This supports evidence of an active and functioning environmental committee.</p> <p>CGM/017/MPC/8/5</p>
9. Citizens' Complaint system in place	To ensure a sufficient level of governance and reduce risks for mismanagement.	<p>Established an Operational Complaints Handling System including:</p> <ul style="list-style-type: none"> Formally approved and operational grievance handling mechanisms to handle complaints pertaining to the administrative fiduciary, environmental and social systems (e.g. complaints/grievance committee, county Ombudsman, 	At the point of time for the ACPA.	Met	<p>Makueni county presented an appointment letter for members of the grievance handling committee.</p> <p>CGM/017/MPC/9/1</p> <p>An appointment letter for Ms. Abishag Maitha as the designated person handling complaints was presented.</p> <p>CGM/017/MPC/9/2</p> <p>The grievance handling</p>



Minimum Performance Conditions for Capacity & Performance Grants (level 2)	Reason and Explanation	Detailed indicator and Means of Verification	Comments	Assessment met / not met	Detailed assessment findings
		<p>county focal points, etc.).</p> <p>MoV: Proof of formal establishment and operations of complaints handling system (more than half of the below):</p> <ul style="list-style-type: none"> • Formal designation of responsible persons and their functions in complaints handling • Standards, guidelines or service charters that regulate how complaints are handled • Register(s) of complaints and actions taken on them • Minutes of meetings in which complaints handling is discussed within the internal framework for handling complaints • Reports/communication to management on complaints handled. • Evidence of a feedback mechanism to the complainant on the progress of the complaint. <p><i>See also County Government Act Sec. 15 and 88 (1)</i></p>			<p>mechanism framework was presented highlighting guidelines to be followed on handling complaints.</p> <p>CGM/017/MPC/9/3</p> <p>Evidence of a grievance lodge register was provided. Noted are details of the complainant, nature of complaint and action to be taken.</p> <p>CGM/017/MPC/9/4</p> <p>Minutes from Makueni fruit processing plant for PMC provisions payment claim are sample minutes presented in which complaints were handled.</p> <p>CGM/017/MPC/9/5</p> <p>Evidence of a consolidated report on complaints lodged in FY 2018/19 indicating their status was availed.</p> <p>CGM/017/MPC/9/6</p> <p>Evidence of minutes from grievance redress mechanism committee with addressed complaints were presented.</p> <p>CGM/017/MPC/9/7</p>



4.3 PERFORMANCE MEASURES

No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
A. KRA 1: Public Financial Management; Maximum 30 points available							
(a). Strengthened budget formulation, resource mobilization, and allocation							
1.1	Program Based Budget prepared using IFMIS and SCOA	Budget format and quality	The annual budget approved by the County Assembly is: a) Program Based Budget format.	Review county budget document, IFMIS uploads, The version of the budget approved by the assembly should be the Program Based Budget, not just the printed estimates by vote and line item (submissions may also include line item budgets prepared using other means, but these must match the PBB budget – spot check figures between different versions). Approved 2018/19 budget by the assembly & should be program based	Maximum 2 points. 2 milestones (a & b) met: 2 points If 1 of the milestones met: 1 point	1	County availed the program based budget. CGM/017/KRA/1.1a
			b) A budget developed using the IFMIS Hyperion module.	The draft budget should be developed in Hyperion, not developed in excel or other tool and then imported into IFMIS when approved.			
1.2		The budget process follows a clear budget calendar	The budget process follows a clear budget calendar	Clear budget calendar with the following key milestones achieved: a) Prior to the end of August the CEC member for finance has issued a circular to the county government entities with guidelines to be followed	PFM Act, Sec 128, 129, 131. Review file copy of circular as issued, and check that a sample of entities received it by the end of August.	Max. 3 points If all 5 milestones (a-e) achieved: 3 points If 3-4 items: 2 points If 2 items: 1 point If 1 or 0 items: 0 points.	2



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			31 st August 2017; b) County Budget review and outlook paper – submission by county treasury to CEC by 30 September 2017 to be submitted to the County assembly 7 days after the CEC has approved it but no later than 15 th October 2017.	Review file copies; check that C-BROP was submitted to the Executive committee by 30 September and to the County Assembly no later than 15 th October and published online by 30 th November.			County budget review and outlook paper were submitted by Treasury to the County Executive Committee on 29th September 2017 . Submission of the same by Treasury to Assembly was on 18th October 2017 which is late submission. CGM/017/KRA/1.2b
			c) County fiscal strategy paper (FSP) – submission (by county treasury) of county strategy paper to county executive committee by 28 th Feb, County Treasury to submit to county assembly by 15 th of March and county assembly to discuss within two weeks after the mission.	Review file copies, check that FSP was submitted to the executive committee by 28 th Feb and to county assembly by the 15 th of March. Check assembly records for evidence that county assembly discussed FSP within 2 weeks of submission.			Evidence of submission of Fiscal strategy paper from County treasury to CEC on 28th February 2018 and from the treasury to assembly done on 15th March 2018 was availed. CGM/017/KRA/1.2c
			d) CEC member for finance submits budget estimates to county assembly by 30 th April latest.	Check file copy for evidence of when estimates were submitted to the assembly.			CEC member for finance submitted budget estimates to the county assembly on 30th April 2018 . CGM/017/KRA/1.2d
			e) County assembly passes a budget with or without	Review evidence that budget was passed by the assembly by 30 th			County assembly adopted the 2018/19 Budget estimates on 26th June 2018 with



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			<p>amendments by 30th June latest. 2018</p> <p>CHECKLIST</p> <p>Circular from CEC finance, county budget review outlook paper (CBROP); County fiscal strategy paper; approved budget 2018/19 both legislature & executive; The process runs from Aug 2017- June 2018</p>	June			<p>amendments.</p> <p>CGM/017/KRA/1.2e</p>
1.3		The credibility of the budget	a) Aggregate expenditure out-turn compared to the original approved budget.	<p>N.B. For both measures, the original (not supplementary) budget is used</p> <p>a) divide total expenditure in FY 2018/19 (from financial statements) by total budget for FY 2018/19</p>	<p>Max. 4 points. (either – or +)</p> <p>a): If the deviation is less than 10%, 2 points. If the deviation is between 10 and 20%, 1 point. More than 20 %: 0 points.</p>	2	<p>Total expenditure for FY 2018/19 was Kshs. 8,612,260,180. The original approved budget for the same financial year was Kshs. 8,925,859,714. The absorption rate was at 96% translating to a 4% deviation.</p> <p>CGM/017/KRA/1.3a</p>
			<p>b) Expenditure composition for each sector matches the originally approved budget allocations (average across sectors).</p> <p>Checklist</p> <p>Quarterly Budget Progress Reports + refer to the PFM</p>	<p>Follow the PEFA methodology for indicator PI-2. There is a spreadsheet available on the PEFA website that can be used to calculate the PI-2 percentage:</p> <p>http://www.pefa.org/sites/pefa.org/files/En-PI-1%20%26%20PI-2%20Exp%20calculation-Jan%202015.xls</p>	<p><u>Ad b):</u> If PI-2 percentage (calculated using PEFA methodology) is less than 10 % then 2 points.</p> <p>If 10-20 % then 1 point.</p> <p>More than 20 %: 0 points.</p>	1	<p>Evidence of PEFA tabulation on expenditure composition and allocated budget across each sector was presented:</p> <p>1. County assembly office. The budget was Kshs. 31,092,171. The actual expenditure was Kshs. 21,082,846.25 a variance of 29.9%.</p>



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			Act				<ol style="list-style-type: none"> 2. County public service board. The budget was Kshs. 72,740,675.54. The actual expenditure was Kshs. 58,740,491.55 a variance of 16.3%. 3. Lands, mining and urban development. The budget was Kshs. 246,182,408.04. The actual expenditure was Kshs. 183,770,967.75 a variance of 22.6%. 4. Office of the governor. The budget was Kshs. 162,378,919.85. The actual expenditure was Kshs. 181,295,816.4 a variance of 15.7%. 5. Office of the deputy governor. The budget was Kshs. 8,450,000. The actual expenditure was Kshs. 14,290,559 a variance of 75.3%. 6. Trade, industry, tourism, and cooperatives. The budget was Kshs. 136,484,578. The actual expenditure was Kshs. 181,295,816.4 a variance of 25.1%. 7. Services. The budget was Kshs. 161,038,789.4. The



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							<p>actual expenditure was Kshs. 85,702,759.08 a variance of 44.8%.</p> <p>8. County secretary. The budget was Kshs. 291,733,696.76. The actual expenditure was Kshs. 298,264,539.55 a variance of 6%.</p> <p>9. Finance and socio-economic planning. The budget was Kshs. 1,142,827,110.11. The actual expenditure was Kshs. 669,636,338.64 a variance of 39.3%.</p> <p>10. Education, sports and ICT. The budget was Kshs. 501,849,763.28. The actual expenditure was Kshs. 574,063,441.4 a variance of 18.6%.</p> <p>11. Roads, transport, works, and energy. The budget was Kshs. 590,724,781.55. The actual expenditure was Kshs. 949,529,904.95 a variance of 66.6%.</p> <p>12. Agriculture, irrigation, livestock and fisheries development. The budget was Kshs. 715,998,784.16. The</p>



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							<p>actual expenditure was Kshs. 781,314,435.15 a variance of 13.1%.</p> <p>13. Water, environment and climate change. The budget was Kshs. 604,164,000.05. The actual expenditure was Kshs. 595,440,336.65 a variance of 2.1%.</p> <p>14. Health services. The budget was Kshs. 3,178,365,097.8. The actual expenditure was Kshs. 2,993,816,465.18 a variance of 2.4%.</p> <p>15. Devolution, administration, youth, participatory development, and public service. The budget was Kshs. 265,468,730.77. The actual expenditure was Kshs. 283,017,881.4 a variance of 10.5%.</p> <p>16. County assembly office. The budget was Kshs. 816,360,207. The actual expenditure was Kshs. 823,662,413 a variance of 4.6%.</p> <p>The composition variance was 15.9%.</p> <p>CGM/017/KRA/1.6b</p>



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
(b.) Revenue Enhancement							
1.4	Enhanced revenue management and administration	Performance in revenue administration	Automation of revenue collection, immediate banking and control system to track collection.	Compare revenues collected through automated processes as % of total own source revenue.	Max: 2 points. Over 80% = 2 points Over 60% = 1 point	2	Total own source revenue for FY 2018/19 was Kshs. 511,702,071. Automated revenue was Kshs. 511,702,071 translating to 100% automation. CGM/017/KRA/1.4
1.5		Increase on a yearly basis in own-source revenues (OSR).	% increase in OSR from last fiscal year but one (the year before the previous FY) Checklist: compare Financial statements for FY 2017/18 & 2018/19	Compare annual Financial Statements from the last two years (Use of nominal figures including inflation etc.).	Max. 1 point. If the increase is more than 10 %: 1 point.	1	Own source revenue for FY 2017/18 was Kshs. 322,104,226. Own source revenue generated in the FY 2018/19 was Kshs. 511,702,071. This translates to an increase of 58.86% . CGM/017/KRA/1.5
(c.) Enhanced capacity of counties on execution (including procurement), accounting and reporting							
1.6	Reporting and accounting in accordance with PSASB guidelines	Timeliness of in-year budget reports (quarterly to Controller of Budget).	a) Quarterly reports submitted no later than one month after the quarter (consolidated progress and expenditure reports) as per format approved by Public Sector Accounting Standards Board (PSASB), submitted to the county assembly with copies to the controller of the budget, National Treasury and CRA. b) Summary revenue,	Review File copies/records of when quarterly reports for FY 2018/19 were submitted to the county assembly, CoB and National Treasury. Review whether the reports met relevant formats. Review website and copies of local media for evidence of publication of summary revenue and expenditure outturns. CHECKLIST: refer to PFM Act 166; CFAR, Section 8; website copy should be	Max. 2 points. (a & b) At least 3 of 4 Submitted on time and published: 2 points. (a only): At least 3 of 4 Submitted on time only; not published: 1 point.	2	Four quarter reports with receiving stamps from NT, CRA, COB, and assembly were availed as follows: Q1-NT, CRA, COB, CA-31 ST October 2018. Q2-NT, CRA, COB, CA-31 ST January 2019. Q3-NT, CA, COB, CRA-30 TH April 2019. Q4-NT, COB, CRA, CA-31 ST July 2019. Summary revenue,



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			expenditure and progress report is published in the local media and/or web-page.	for 2018/19 Also, note that format for these reports is on the national treasury website hence check if county report complies with the same.			expenditure and progress report is published on the web-page. CGM/017/KRA/1.6
1.7		Quality of financial statements	Formats in PFMA and approved by Public Sector Accounting Standards Board (PSASB) are applied and the FS include core issues such as closing balances, budget execution reports, schedule of outstanding payments, an appendix with fixed assets register.	Review annual financial statements, bank reconciliations and related documents and appendixes to the FS; do they meet all the requirements provided for in the PFMA (Art. 166) and County Financial Accounting and Reporting Manual (CFAR – section 8) and IPSAS format requirements. If possible review ranking of FS by NT (using the County Government checklist for in-year and annual report), and if classified as excellent or satisfactory, conditions are also complied with. (MAY NEED COPIES FOR FURTHER VERIFICATION ESP FOR TECHNICAL ISSUES)	Max. 1 point. All requirements met: 1 point	1	Financial statements are prepared using IPSAS accounting guidelines. CGM/017/KRA/1.7
1.8		Monthly reporting and up-Date of accounts, including:	The monthly reporting shall include: 1. Statements of receipts and payments, including: a. Details of income and revenue	Review monthly reports as filed internally within Treasury when submitted for management review. See also the CFAR Manual, p. 82 for guidelines.	Max. 2 points. If all milestones (1-3) met for at least 10 out of 12 months: 2 points If 1 or 2: 1 point If none: 0 points.	1	Copies of Statement of receipts and payments for 12 months were presented as follows; 1.Statements of receipts and payments, including: c.Details of income and revenue



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			b. Summary of expenditures 2. Budget execution report, 3. Statement of Financial Position, including (as annexes): a. Schedule of imprest and advances; b. Schedule of debtors and creditors; c. Bank reconciliations and post in general ledger.				d. Summary of expenditures 2. Budget execution report, 3. Statement of Financial Position, including (as annexes): d. Schedule of imprest and advances; e. Schedule of debtors and creditors; However, the Bank reconciliations and post in general ledger was not availed CGM/017/KRA/1.8
1.9		Asset registers up-to-date and inventory	Assets registers are up-to-date and independent physical inspection and verification of assets should be performed once a year. Focus on assets acquired from 2013; Consolidated Registers are up-to-date: (can be electronic or manual;	Review assets register and sample a few assets to ensure accuracy. N.B: Assets register need only to contain assets acquired by county governments since their establishment.	Max. 1 point. Consolidated registers are up-to-date: (can be electronic or manual) 1 point.	1	A consolidated county asset register in place. With independent physical inspection and verification of assets performed once a year in June CGM/017/KRA/1.9
(d). Audit							
1.10.	Internal audit	Effective Internal audit function	An internal audit in place with quarterly Internal Audit reports submitted to the Internal Audit Committee (or if no IA	Review file copy of audit reports as submitted to the Internal Audit Committee or Governor (as applicable) for the FY 2018/19. Check against the PFM Act Sec 155	Max. 1 point. 4 quarterly audit reports 2018/19 submitted in the FY 2018/19: 1 point.	1	Evidence of Audit reports for all four (4) quarters submitted to the Governor through the internal audit committee was provided:



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			committee in place, then reports submitted to Governor)				Q1-29 th November 2018 Q2-25 th March 2019 Q3-12 th June 2019 Q4-16 th July 2019 CGM/017/KRA/1.10
1.11		Effective and efficient internal audit committee	Internal Audit/ Audit committee established and evidence of review of reports and follow-up.	Review the composition of IA/Audit Committee. Review minutes etc. of committee meetings for evidence of review of internal audit reports. Review evidence of follow-up, i.e. evidence that there is an ongoing process to address the issues raised from last FY, e.g. control systems in place, etc. (evidence from follow-up meetings in the Committee). PFM Act Sec 155.	Max. 1 point. IA/Audit Committee established and reports reviewed by the Committee and evidence of follow-up: 1 point.	1	The internal audit committee is in place. Evidence of audit reports submitted to the Governor through the committee was presented. Minutes discussing pending matters were also availed. There is evidence of follow-up, to address the issues raised from last FY CGM/017/KRA/1.11
1.12	External audit	Value of audit queries	The value of audit queries as a % of total expenditure Use 2016/17 & 2017/2018	Review audit report from OAG. Divide the value of audit queries as per the Audit Report by the total expenditures as per the financial statement.	Max. 2 points Value of queries less than 1% of total expenditures: 2 points Less than 5% of total expenditure: 1 point	1	The value of audit queries for FY 2017/18 was Kshs. 146,382,808. Total county expenditure for the same Financial year was Kshs. 7,611,543,463. This translates to 1.92% . CGM/017/KRA/1.12
1.13		Reduction of audit queries	The county has reduced the value of the audit queries (fiscal size of the area of which the query is raised).	Review audit reports from OAG from the last two audits.	Max. 1 point. Audit queries (in terms of value) have reduced from last year but one to last year or if there are no audits	1	The value of audit queries for FY 2016/17 was Kshs. 1,899,338,749. The value of audit queries for FY 2017/18 was Kshs. 146,382,808.



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			Checklist: clearance report from OAG		queries: 1 point.		There was a significant reduction in Kshs. 1,752,955,941. 92.30% . CGM/017/KRA/1.13
1.14		Legislative scrutiny of audit reports and follow-up	Greater and more timely legislative scrutiny of external audit reports within the required period and evidence that audit queries are addressed	Minutes from meetings show scrutiny of audit reports. Reports on file demonstrating that steps have been taken to address audit queries.	Max. 1 point. The tabling of the audit report and evidence of follow-up: 1 point.	1	A copy of the minutes meeting report from county assembly was presented as evidence indicating scrutiny on externally audited financial statements for FY 2017/18. The reports demonstrated that all steps were taken to address the audit queries. CGM/017/KRA/1.14
			Use 2016/17 & 2017/2018				
(e). Procurement							
1.15	Improved procurement procedures	Improved procurement procedures including use of IFMIs, record keeping, adherence to procurement thresholds and tender evaluation	25 steps in the IFMIS procurement process adhered with. (all the 25 steps have a unique serial number check out if it tallies in all steps & notes that one will have to visit different officers depending on the procurement stage)	Sample 5 procurements at random (different size) and review steps complied with in the IFMIS guidelines. Calculate average steps complied within the sample.	Max. 6 points. a) IFMIS Steps: <15steps=0 points; 15-23=1 point; 24-25=2points	2	County has incorporated all the 25 e-procurement steps. The following projects show the IFMIS steps - Rehabilitation of Ngomano-Kalulu-Utithi road. (grading and graveling - Designing, printing, publishing of brochures for the devolution conference - Construction and operationalization of modern fish hatchery and



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							demo fish. - Construction of a boundary wall at Makindu - Construction of 2no classroom block, office and 3 door pit latrine at Kambuku ECDE center Yilima ward
			b) County has submitted required procurement reports to PPRA on time.	Review reports submitted. Annual reports, plus reports of all procurements above a threshold size.	b) Timely submission of quarterly reports to PPRA (both annual reports plus all reports for procurements above proscribed thresholds): 1 point	1	Four (4) quarter Procurements reports submitted to The Public Procurement Regulatory Authority were availed: 1. Q1-Submitted on 5 th December 2018. 2. Q2-Submitted on 14 th February 2019. 3. Q3-Submitted on 4 th April 2019. 4. Q4-Submitted on 9 th July 2019. CGM/017/KRA/1.15b
			Adherence with procurement thresholds and procurement methods for the type/size of procurement in a sample of procurements. (goods and services above 2M check if advertised for open tender e.g. is there a newspaper advert in newspapers? If below 2M was requested for	Check the documentation on a sample of 5 procurements of different sizes at random.	c) Adherence with procurement thresholds and procurement methods for the type/size of procurement in a sample of procurements: 1 point.	1	The 5 sampled procurements are: • Rehabilitation of Ngomano-Kalulu-Utithi road. (grading and graveling). Tender no: 703854/2018/2019.Ksh. 2,731,364. • Designing, printing, publishing of brochures for the devolution conference. Quotation



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			quotation done? Works above 4M was open tender done?)				<p>no: 713096. Kshs. 160,000.</p> <ul style="list-style-type: none"> • Construction and operationalization of modern fish hatchery and demo fish. Quotation no: GMC/A/707783/2018/2019. Kshs. 1,838,200. • Construction of a boundary wall at Makindu. Tender no: 709528-2018/2019. Kshs. 9,534,694.4. • Construction of 2no classroom block, office and 3 door pit latrine at Kambuku ECDE center Yilima ward. Tender no: 731145-2018/2019. Kshs. 3,386,765. <p>CGM/017/KRA/1.15c</p>
			d) Secure storage space with adequate filing space designated and utilized: single files containing all relevant documentation in one place are stored in this secure storage space.	Check for secure storage space and filing space, and for a random sample of 10 procurements of various sizes, review the contents of files to make sure they are complete.	d) Storage space and single complete files for a sample of procurements: 1 point	1	<p>A fireproof storage area is in place. Sampled procurement files are:</p> <ol style="list-style-type: none"> 1. Designing, printing, publishing of brochures for the devolution conference. 2. Construction and operationalization of modern fish hatchery and demo fish.



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							3. Proposed construction of Kathonzweni market shade. 4. Proposed completion of dressmaking, welding and cosmetology workshops at Wote PWDs center. 5. Proposed construction of arena, eatery and security house at Mukamba cultural center. 6. Proposed construction of county juakali shade 7. Proposed construction of Ikalyoni market shade. 8. Proposed construction of Nziu market shade. 9. Proposed construction of 2no classrooms with office, 3 door pit latrine, supply and installation of 5000L water tank at Kasylelia ECDE. 10. Rehabilitation of Ngomano-Kalulu-Utithi road. (grading and graveling).
			Completed evaluation reports, including individual evaluator scoring against pre-	Check files on a sample of 5 procurements, especially the evaluation reports.	e) Evaluation reports complete: 1 point	1	Evaluation reports for the listed sampled procurements were presented: 1. Rehabilitation of



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			defined documented evaluation criteria, and signed by each member of the evaluation team,				<p>Ngomano-Kalulu-Utithi road. (grading and gravelling).</p> <p>2. Designing, printing, publishing of brochures for the devolution conference.</p> <p>3. Construction and operationalization of modern fish hatchery and demo fish.</p> <p>4. Construction of a boundary wall at Makindu.</p> <p>5. Construction of 2no classroom block, office and 3 door pit latrine at Kambuku ECDE center Yilima ward.</p> <p>CGM/017/KRA/1.15e</p>
B	Key Result Area 2: Planning and M&E						
	Max score: (tentative 20 points)						
2.1	County M&E system and frameworks developed	County M&E/ Planning unit and frameworks in place.	<p>a) Planning and M&E units functional (may be integrated into one). (check organogram)</p> <p>b) There is designated planning and M&E officer and each line ministry has a clearly nominated/designated focal point for planning and one for M&E (letter of</p>	<p>Review staffing structure, organogram, job descriptions, and other relevant documents. Review budget documents to see if there is a clearly identifiable budget for planning and M&E functions in the budget.</p> <p>Review the M&E Plan/ Framework/ County Indicator handbook</p>	<p>Maximum 3 points</p> <p>The scoring is 1 point per measure</p> <p>Nos. a-c complied with</p> <p>A: 1 point</p> <p>B: 1 point</p> <p>C: 1 point</p>	3	<p>Planning and M&E has an approved organogram with outlined functioning units.</p> <p>CGM/017/KRA/2.1a</p> <p>The designated planning and M&E officer is Mr. Christopher Mbindyo Yulu Appointment letters for M&E champions to each line ministry were availed.</p>



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			deployment/appointment c) Budget is dedicated for both planning and M&E (check either departmental / consolidated budget)				CGM/017/KRA/2.1b Planning and M&E had a dedicated budget of Kshs. 24,000,000. CGM/017/KRA/2.1c
2.2		County M&E Committee in place and functioning	County M&E Committee meets at least quarterly and reviews the quarterly performance reports. (I.e. it is not sufficient to have hoc meetings). Minutes & appointment letters	Review minutes of the quarterly meeting in the County M&E Committee to see whether the committee met quarterly and whether quarterly performance reports were reviewed.	Maximum: 1 point Compliance: 1 point.	1	Appointment letters for M&E committee members were presented. Four quarter reports presented indicated that the M&E has been actively reviewing projects and program implementations. CGM/017/KRA/2.2
2.3	County Planning systems and functions established	CIDP formulate d and updated according to guidelines	a) CIDP: adheres to structure of CIDP guidelines (2017) issued by the State Department of Planning b) CIDP (2018-2022) has clear objectives, priorities and outcomes, reporting mechanism, result matrix, key	CIDP submitted in the required format (as contained in the CIDP guidelines published by the State Department of Planning See County Act, Sec 108, Sec 113 and Sec.149 CIDP guidelines, 2017, chapters 4 and 6.	Maximum: 3 points 1-point compliance with each of the issues a, b, c A: 1 point B: 1 point	3	County integrated development plan adheres to the structure of CIDP guidelines (2017) issued by the State Department of Planning. CGM/017/KRA/2.3a CIDP (2018-2022) has clear objectives, priorities and outcomes, reporting mechanisms, result matrix, and performance indicators. CGM/017/KRA/2.3b
			Performance indicators included;	Check the ADP cost for FY 2018/19 and compare to County	C: 1 point		Total receipts realized in the FY 2017/18 were Kshs.



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			c) The annual financing requirement for full implementation of CIDP does not exceed 200% of the previous FY total county revenue.	total revenue/receipts of FY 2017/18			7,642,545,592. Total ADP costing for FY 2018/19 was Kshs. 5,734,300,000. This translates to 75.03% . CGM.017/KRA/2.3c
2.4			ADP submitted on time and conforms to guidelines	a) Annual development plan submitted to Assembly by September 1 st , 2017 in accordance with the required format & contents. b) ADP contains issues mentioned in the PFM Act 126,1, <u>number A-H</u>	Review version of ADP approved by County Assembly. Ensure that it has the correct structure and format as per relevant guidelines, and was submitted by September 1 st . Check the ADP against the PFM Act Maximum: 4 points Compliance a): 1 point. b) 7-8 issues from A-H in PFM Act Art 126,1: 3 points 5-6M, issues: 2 points 3-4 issues: 1 point, see Annex	4	The county annual development plan was submitted to the assembly on 31st August 2018 . CGM/017/KRA/2.4a ADP contains issues mentioned in the PFM Act 126. (a) Strategic priorities for the medium term that reflect the county government's priorities and plans; (b) A description of how the county government is responding to changes in the financial and economic environment; (c) programmes to be delivered with details for each programme of— (i) the strategic priorities to which the programme will contribute; (ii) the services or goods to be provided; (iii) measurable indicators of performance where feasible; and (iv) the budget allocated



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							<p>to the programme;</p> <p>(d) Payments to be made on behalf of the county government, including details of any grants, benefits and subsidies that are to be paid;</p> <p>(e) A description of significant capital developments;</p> <p>(f) a detailed description of proposals with respect to the development of physical, intellectual, human and other resources of the county, including measurable indicators where those are feasible;</p> <p>(g) A summary budget in the format required by regulations; and</p> <p>(h) Such other matters as may be required by the Constitution or this Act.</p> <p>CGM/017/KRA/2.4b</p>
2.5		The linkage between CIDP, ADP, and Budget	<p>Linkages between the ADP and CIDP and the budget in terms of costing and activities. (costing of ADP is within +/-</p> <p>10 % of final budget allocation)</p>	<p>a) Review the three documents: CIDP, ADP and the budget. The budget should be consistent with the CIDP and ADP priorities.</p> <p>b) The total costing of the ADP is within +/- 10% of the approved budget allocation. Sample 10 projects across sectors and check</p>	Maximum: 2 points Linkages and within the ceiling: 2 points	2	<p>CIDP, ADP, and Budget were available.</p> <p>The county budget is consistent with the integrated development plan and annual development plan priorities.</p> <p>CGM/017/KRA/2.5a</p>



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
				that they are consistent with the CIDP, ADP and the Budget.			<p>Sampled programs with highlighted ADP costing, final budget allocations and deviations are:</p> <ol style="list-style-type: none"> 1. Youth development. ADP costing was Kshs. 50,000,000. The budget allocated was Kshs. 50,000,000. The deviation was 0%. 2. Environmental management. ADP costing was Kshs. 100,000,000. The budget allocated was Kshs. 104,195,000. The deviation was 4.195%. 3. Urban infrastructure. ADP costing was Kshs. 210,000,000. The budget allocated was Kshs. 211,261,600. The deviation was 0.6%. 4. Payment of grants/benefits and subsidies-universal Health care. ADP costing was Kshs. 200,000,000. The budget allocated was Kshs. 200,000,000. The deviation was 0%. 5. Health infrastructure programme. ADP



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							<p>costing was Kshs. 70,000,000. The budget allocated was Kshs. 68,800,000. The deviation was (1.71) %.</p> <p>6. Housing development. ADP costing was Kshs. 50,000,000. The budget allocated was Kshs. 53,679,123. The deviation was 7.35%.</p> <p>7. ICT development. ADP costing was Kshs. 40,000,000. The budget allocated was Kshs. 40,000,000. The deviation was 0%.</p> <p>8. Basic education development. ADP costing was Kshs. 80,000,000. The budget allocated was Kshs. 87,000,000. The deviation was 8.75%.</p> <p>9. Horticulture development programme. ADP costing was Kshs. 200,000,000. The budget allocated was Kshs. 192,000,000. The deviation was (4%)</p> <p>10. Public finance management. ADP</p>



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							costing was Kshs. 50,000,000. Budget allocated was Kshs. 50,750,604. The deviation was 1.41%. CGM/017/KRA/2.5b
2.6	Monitoring and Evaluation systems in place and used, with feedback to plans	Production of County Annual Progress Report	a) County C-APR produced; b) Produced timely by September 1 st c) C-APR includes clear performance progress against CIDP indicator targets and within result matrix for results and implementation. (look at the indicators in the CIDP matrix chap 6)	Check the approved C-APR document for the date of submission. Check contents of C-APR and ensure that it clearly links with the CIDP indicators.(N.B. if results matrix is published separately, not as part of the ADP, the county still qualifies for these points)	Maximum: 5 points. a) C-APR produced = 2 points b) C-APR produced by 1 st September: 1 point. c) C-APR includes performance against CIDP performance indicators and targets and with result matrix for results and implementation: 2 points.	5	C-APR 2018/19 is in place. CGM/017/KRA/2.6a C-APR 2018/19 was produced on 30 th August 2019. CGM/017/KRA/2.6b C-APR includes clear performance progress against CIDP indicator targets and within result matrix for results and implementation. CGM/017/KRA/2.6c
2.7		Evaluation of CIDP projects	Evaluation of completed major CIDP projects conducted on an annual basis e.g. flagship project, wide outreach, has full impact assessment reports, mid-term reviews, etc..)	Review evaluation reports for at least 3 large projects.	Maximum: 1 point. Evaluation is done for at least three large projects: 1 point.	1	Evidence supporting the evaluation of major CIDP projects presented was as follows: <ul style="list-style-type: none"> • Project monitoring report on Thwake bridge. • A report on the preliminary assessment of the performance of Makueni fruit processing plant. • Monitoring and



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							evaluation on Emali bus park. CGM/017/KRA/2.7
2.8		Feedback from the Annual Progress Report to Annual Development Plan	Evidence that the ADP and budget are informed by the previous C-APR. C-APR 2016/17 informing ADP 2018/19 and budget	Review the two documents for evidence of C-ARP informing ADP and budget	Maximum: 1 point. Compliance: 1 point.	1	The C-APR. C-APR 2016/17 informs ADP 2018/19 and budget Evidence on C-APR 2016/17 recommendations informing county budget 2018/19 and ADP 2018/19 was availed. CGM/017/KRA/2.8
C	Key Result Area 3: Human Resource Management Max score: 12 points.						
3.1	Staffing plans based on functional and organization on assessments	Organizational structures and staffing plans	a) Does the county have an approved staffing plan in place, with annual targets? Is there clear evidence that the staffing plan was informed by a Capacity Building assessment / functional and organizational assessment and approved the organizational structure. c) Have the annual targets in the staffing plan been met?	Review approved staffing plan Review capacity Building Assessment / CARPS report <i>In future years (after first AC&PA), there has to be evidence that CB/skills assessments are conducted annually to get points on (b).</i> Targets met within +/- 10 %. Check for Letters, minutes	Maximum 3 points: First self-assessment: a = 2 points, b = 1 point c = NA. <i>Future ACPAs: a=1 point,</i> <i>b = 1 point,</i> <i>c = 1 point</i>	2	a)County staffing plan with annual targets was presented. CGM/017/KRA/3.1a b)Capacity assessment and rationalization reports were availed and it informs the county staffing plan. The county availed skills need assessment CGM/017/KRA/3.1b c)422 staff was the total recruitment done in FY 2018/19 the indicator was not met as the staffing plan did not have an annual target. CGM/017/KRA/3.1c



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
3.2	Job description s, including skills and competence requirements	Job descriptions, specifications and competency framework	<p>a) Job descriptions in place and qualifications met.</p> <p>First self-assessment: Chief officers/heads of departments;</p> <p><i>2nd ACPA: all heads of units; future ACPAs: all staff (sample check)</i></p> <p>Skills and competency frameworks in place and Job descriptions adhere to these First self-assessment: Chief officers/heads of departments;</p> <p><i>2nd ACPA: all heads of units; future ACPAs: all staff (sample check)</i></p> <p>c) Accurate recruitment, appointment and promotion records available</p>	<p>Review job descriptions and personnel records to match qualifications</p> <p>Review skills and competency frameworks, and check that job descriptions adhere to the skills and competency frameworks.</p> <p>Review appointment, recruitment and promotion records</p>	<p>Maximum score: 4 points</p> <p>All a, b and c: 4 points. Two of a-c: 2 points One of a-c: 1 point</p>	4	<p>a)Sample J.DS for C.Os, Directors and other staff were availed. Job descriptions and personnel records for the M&E officer Mr. Christopher Mbindyo Yulu was used to match qualifications</p> <p>CGM/017/KRA/3.2a</p> <p>b)Evidence on the Competency framework adopted by the county was presented. The job descriptions adhere to the skills and competency frameworks.</p> <p>CGM/017/KRA/3.2b</p> <p>c)Copies on advertised jobs, shortlisted candidates were presented as an indication of accurate recruitment. Promotion records were also availed</p> <p>CGM/017/KRA/3.2c</p>
3.3	Staff appraisal and performance management operationalized in counties	Staff appraisals and performance management	a) The staff appraisal process developed and operationalized.	a) Review staff appraisal, mid-year review, and annual evaluation.	<p>Maximum score: 5 points.²</p> <p>a) Staff appraisal for all staff in place: 1 point.</p>	5	<p>Annual and mid-year for the staff appraisals were presented with Evidence of Annual evaluations done</p> <p>CGM/017/KRA/3.3a</p>
			b)Performance contracts developed and	b) Review county Public Service Board Records for signed	b) Performance Contracts in place for CEC Members and	<p>Performance contracts between C.Os and Directors,</p>	



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			operationalized for CEC Members, Cos, and Directors	performance contracts, quarterly reports, and annual evaluation.	Chief Officers: 1 point Performance Contracts in place for the level below Chief Officers: 1 point		CECs and C.Os and Governor and CECs were presented. Quarterly departmental performance report and Annual Performance evaluation for FY 2018/19 were also availed. CGM/017/KRA/3.3b
			c) service re-engineering undertaken	c) Review re-engineering reports covering at least one service	c) Service delivery processes re-engineered in counties: 1 point		Makueni county was among nineteen (19) counties that took part in Service re-engineering for Kenya livestock and wildlife syndromic surveillance (KLWSS). CGM/017/KRA/3.3c
			d) RRI undertaken	d) Review RRI Reports/evidence for a maximum of 100-day period	d) Rapid Results Initiatives- RRIs launched/up-scaled: 1 point		In order to fast-track implementation of ongoing projects and address stalled and problematic projects, the county government implemented a 100 day RRI, as from 28th March 2019. CGM/017/KRA/3.3d
D	Key Result Area 4: Civic Education and Participation - A citizenry that more actively participated in county governance affairs of the society Max score: 18 points						
4.1	Counties establish functional Civic education Units	CEU established	Civic Education Units established and functioning: Formation of CE units Dedicated staffing and Budget,	County Government Act, sec 99-100. Review relevant documentation to ascertain whether measures have been met (Approved	Maximum 3 points. CEU fully established with all milestones (a)-(e) complied with: 3 points. 2-4 out of the five	3	Civic education availed a copy of an approved organogram highlighting its structural units. The unit is functioning



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			<p>(d) Programs planned, including curriculum, activities, etc. and</p> <p>(e) Tools and methods for CE outlined.</p> <p>Policies must be approved by the County Assembly</p>	<p>Organogram, Appointment letters</p> <p>Budget line</p> <p>Approved annual Civic education work plan</p> <p>Booklets, curriculum)</p>	<p>milestones(a-e): 2 Points</p> <p>Only 1 met: 1 point.</p>		<p>CGM/017/KRA/4.1a</p> <p>Appointment letter for Ms. Zipporah Wambua as the Director, Public participation and community outreach officer was presented.</p> <p>Letters of other staff in the unit were also availed</p> <p>CGM/017/KRA/4.1b</p> <p>Civic education has a dedicated budget of Kshs. 7,000,000.</p> <p>CGM/017/KRA/4.1c</p> <p>Civic education has a curriculum and work plans that promote public participation at all levels of governance.</p> <p>CGM/017/KRA/4.1d</p> <p>Evidence of facilitator manuals were presented as tools used for civic education.</p> <p>CGM/017/KRA/4.1e</p>
4.2		Counties roll out civic education activities	Evidence of roll-out of civic education activities – (minimum 5 activities). Minutes/reports/attendance lists	County Government Act, sec. 100. Examples of relevant evidence include engagements with NGOs to enhance CE activities/joint initiatives on the training of	Maximum 2 points. Roll out of minimum 5 civic education activities: 2 points.	2	Below are the sampled activities; 1. Elections of development committees, grievance



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
				<p>citizens etc. It needs to be clearly described and documented in a report(s) as a condition for availing points on this.</p> <p>Initiating memos</p> <p>Approvals for the program</p> <p>Attendance lists</p>			<p>redress mechanism, vandalism of public property, Tetheka fund and county procurement held on 7th, 11th and 13th June 2019.</p> <p>2. Sensitization meeting on the issues of Tetheka and water harvesting.</p> <p>3. Civic education program on Jukumu langu held on 15th March 2019 at Wote.</p> <p>4. Report on children's civic education held on 21st December 2018 at Kibwezi, Masongaleni, Mbooni, and Mulala sub counties.</p> <p>5. Civic education forum held on 5th September 2018 about the realization of true devolution in Makueni county.</p> <p>Initiating memos for the above forums availed too</p> <p>CGM/017/KRA/4.2</p>
4.3	Counties set up institutional structures systems & process for Public	Communication framework and engagement.	a) System for Access to information/ Communication framework in place, operationalized and public	County Governments Act, sec 96. Review whether counties have used the communications channels described in the County Governments Act, and as	Maximum 2 points. a) Compliance: 1 point.	1	An active webpage in place. Screenshots of text messages and online adverts including social media platforms were presented.



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
	Participation		<p>notices and user-friendly documents shared in advance of public forums (plans, budgets, etc.)</p> <p>c) Counties have designated officer in place, and the officer is operational.</p> <p>Newspaper cuttings, invoices copies, copies of notices),</p>	<p>elaborated in the Public Participation Guidelines and Civic Education Framework.</p> <p>Review job descriptions, pay-sheets and/or other relevant records to ascertain whether the designated officer is in place; review documents evidencing activities of the designated officer (e.g. reports written, minutes of meetings attended, etc.)</p>			<p>CGM/017/KRA/4.3a https://www.Makuenigovernment.com/</p>
4.4		Participatory planning and budget forums held	<p>a) Participatory planning and budget forums held in the previous FY before the plans were completed for on-going FY.</p> <p>b) Mandatory citizen engagement /consultations held beyond the budget forum, (i.e. additional consultations)</p> <p>c) Representation: meets requirements of PFMA (section 137) and stakeholder mapping in public participation guidelines issued by MoDP. e.g. lists of attendance have a governor, CECs, NGOs, professional bodies, etc.</p> <p>d) Evidence that forums</p>	<p>PFM Act, sec 137; County Act, 91, 106 (4), Sec. 115.</p> <p>Review files copies of Invitations and minutes from meetings in the forums to establish that relevant forums were held.</p> <p>Review the list of attendances to establish that the representation requirement was met.</p> <p>Review materials used to structure meetings Review minutes of meetings and resulting in planning documents to identify links.</p> <p>Feedback reports/minutes of meetings where feedback provided to citizens</p>	<p>Maximum 3 points. All issues met (a-f): 3 points. 4-5 met: 2 points. 1-3 met: 1 point.</p>	1	<p>Appointment letter for Mr. Mutua Mulonzya as the Director, Governance, liaison and communication officer was presented. Reports to show his participation was availed</p> <p>CGM/017/KRA/4.3b</p>
						3	<p>Work plans, programs and list of attendance were availed supporting Public participation forum for county integrated development plan (CIDP) II and Budget FY 2018/19.</p> <p>CGM/017/KRA/4.4a</p> <p>Evidence supporting citizen engagements/consultations was noticed for public participation in the preparation of finance bill 2019.</p> <p>Minutes and attendance lists were presented.</p> <p>CGM/017/KRA/4.4b</p> <p>Evidence of a Consultative meeting on open governance between the Makueni Civil Society</p>



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			<p>are structured (not just unstructured discussions)</p> <p>e) Evidence of input from the citizens to the plans, e.g. through minutes or other documentation</p> <p>f) Feed-back to citizens on how proposals have been handled.</p>				<p>Network (MACSON) and county government of Makueni was availed. In attendance were the Governor and CEC devolution.</p> <p>CGM/017/KRA/4.4c</p> <p>Sub ward development review and budget forums programs were availed as evidence of structured forums.</p> <p>CGM/017/KRA/4.4d</p> <p>Department of finance and socio-economic planning availed evidence on public participation forums FY 2018/19 indicating input from citizens on the county budget and sectoral plans.</p> <p>CGM/017/KRA/4.4e</p>
							<p>Report on community feedback for the approved budget FY 2018/19 was availed.</p> <p>CGM/017/KRA/4.4f</p>
4.5.		Citizens' feedback	Citizens feedback on the findings from the C-APR/implementation status report.	Review records of citizen's engagement meetings on the findings of the C-APR. Review evidence from how the inputs from engagement meetings have	Maximum points: 1 Compliance: 1 point.	1	Evidence of community feedback report on the Annual progress report FY 2017/18 conducted from 17 th September to 20 th September



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
				been noted and have been reflected on by the county (e.g. a documented management response to citizen inputs).			2018 was presented. CGM/017/KRA/4.5
4.6		County core financial materials, budgets, plans, accounts, audit reports, and performance assessment published and shared	Publication (on the county web- page, in addition to any other publication) of: i) County Budget Review and Outlook Paper by 1 st Sept 2017 ii) Fiscal Strategy Paper shows how you raise n spend revenue ready by 28 th Feb 2018 passed by the county assembly iii) Financial statements or annual budget execution report iv) Audit reports of financial statements v) Quarterly budget progress reports or other report documenting project implementation and budget execution during each quarter vi) Annual progress reports (C-APR) with core county indicators	PFM Act sec 131. County Act, sec. 91. Review county web-page to see if copies of each document are available at the time of self-assessment <i>(N.B.) Publication of Budgets, County Integrated Development Plan and Annual Development Plan is covered in Minimum Performance Conditions)</i>	Maximum points: 5 points 9 documents available: 5 points 7-8 documents available: 4 points 5-6 documents available: 3 points 3-4 documents available: 2 points 1-2 documents available: 1 point 0 documents available: 0 points.	5	Ann active county webpage is in place. All county documents are available on the webpage. -County Budget Review and Outlook Paper -Fiscal Strategy Paper -Financial statements -Audit reports of financial statements -Quarterly budget progress reports -Annual progress reports (C-APR) -Procurement plans and awards of contracts -Annual Capacity & Performance Assessment results for FY 2016/17 and 2017/18 -County citizens' budget CGM/017/KRA/4.6 https://makueni.go.ke/



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			vii) Procurement plans and awards of contracts viii) Annual Capacity & Performance Assessment results for FY 2016/17 and 2017/18 County citizens' budget				
4.7		Publication n of bills	All bills introduced by the county assembly have been published in the national Gazette or county website, and similarly for the legislation passed within the FY 2018/2019	County Act, sec. 23. Review gazetted bills and Acts, etc. Review the county website.	Maximum 2 points Compliance: 2 points.	2	County sexual harassment policy, that's in line with the constitution of Kenya, 2010, the sexual offenses ACT of 2006 and the employment Act, 2007, was a sample of bills published on the county website. CGM/017/KRA/4.7
E Result Area 5. Investment implementation & social and environmental performance Max score: 20 points. (N.B. Points breakdown will change in third ACPA, see Capacity & Performance Assessment Manual)							
5.1	Output against the plan measures of levels of implementation	Physical targets as included in the annual development plan implemented	The % of planned projects (in the ADP) implemented in last FY according to completion register of projects (quarterly project reports, certificate of completion) <i>Note: Assessment is done for projects planned in the Annual Development Plan for that FY and the final contract prices should be</i>	Sample min 10 larger projects from minimum 3 departments/sectors. Average implementation progress across sampled projects. If a project is multi-year, the progress is reviewed against the expected level of completion by end of last FY. Use all available documents in assessment, including: - CoB reports,	Maximum 4 points More than 90 % implemented: 4 points 80-90 %: 3 points 70-79%: 2 points 60-69%: 1 points Less than 60 %: 0 point. If no information is available on completion of projects: 0 points will be awarded.	4	Certificates of completion availed for 10 projects sampled from 3 departments (education, Roads, Trade) Below are Implementation rates for the following 10 projects taken from 3 departments (education, Roads, Trade) : 1. Proposed construction of 2NO classrooms and office, 3 door VIP,



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			<p><i>used in the calculation. Weighted measure where the size of the projects is factored in. If there are more than 10 projects a sample of 10 larger projects are made and weighted according to the size.</i></p>	<ul style="list-style-type: none"> - Procurement progress reports, - Quarterly reports on projects, - M&E reports etc. MOV -Project Implementation register (Completed) -Certificate of completion -Timelines 	<p>An extra point will be awarded if the county maintains a comprehensive, accurate register of completed projects and status of all ongoing projects (within the total max points available, i.e. the overall max is 4 points)</p>		<ul style="list-style-type: none"> supply and installation of 5000l water tank at IIA Itune ECDE. 100% complete 2. Proposed construction of Ikalyoni market shade. 100% complete 3. Proposed construction of Nziu market shade. 100% complete 4. Proposed construction of 2no classrooms with office, 3 door pit latrine, supply and installation of 5000L water tank at Kasyelia ECDE. 100% complete 5. Proposed construction of 2no classrooms with office, 3 door pit latrine, supply and installation of 5000L water tank at Nduu Ndune ECDE. 100% complete 6. Proposed construction of Kathonzweni market shade. 100% complete 7. Proposed completion of dressmaking, welding and cosmetology workshops at Wote pwds center. 100% complete 8. Proposed construction



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							<p>of arena, eatery and security house at Mukamba cultural center. 100% complete</p> <p>9. Proposed construction of county juakali shade. 100% complete</p> <p>10. Proposed construction of Munyetani-Kyangwasi drift. 100% complete</p> <p>Average implementation rate is 100%</p> <p>CGM/017/KRA/5.1</p>
5.2	Projects implemented according to cost estimates	Implementation of projects and in accordance with the cost estimates	<p>Percentage (%) of projects implemented within budget estimates (i.e. +/- 10 % of estimates).</p> <p>Project Completion Certificates</p>	<p>A sample of projects: a sample of 10 larger projects of various sizes from a minimum of 3 departments/ sectors.</p> <p>Review:</p> <ul style="list-style-type: none"> - budget, - procurement plans, - contract, - plans and costing against actual funding. <p>If there is no information available, no points will be provided.</p> <p>If the information is available in the budget this is used. (In case there are conflicts between figures, the original budgeted project figure will be applied).</p> <p>Review completion reports, quarterly reports, payment</p>	<p>Maximum 4 points</p> <p>More than 90 % of the projects are executed within +/-5 of budgeted costs: 4 points</p> <p>80-90%: 3 points</p> <p>70-79%: 2 points</p> <p>60-69%: 1 point</p> <p>Less than 60 %: 0 points.</p>	4	<p>The following are the 10 sampled projects from roads, agriculture, education, and ICT to show that the Percentage (%) of projects implemented within +/-10% of the budget estimates:</p> <ol style="list-style-type: none"> 1. Proposed Makutano Masamukye road. The budgeted amount was Kshs. 6,000,000. The actual amount paid was Kshs. 5,975,167.4. The variance is 0.4%. 2. Collection processing center at Mukaange sub ward. The budgeted amount was Kshs. 3,500,000. The actual amount paid was Kshs.



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
				<p>records, quarterly progress reports, etc. M&E reports Compare actual costs of the completed project with original budgeted costs in the ADP/budget.</p> <p>MOV –</p> <ul style="list-style-type: none"> - Bill of Quantities - Payment schedules - Completion certificates 			<p>3,163,774. Variance is 9.6%.</p> <p>3. Construction of Kiuukuni ECDE. The budgeted amount was Kshs. 3,500,000. The actual amount paid was Kshs. 3,205,534.2. Variance is 8.4%.</p> <p>4. Construction of Kisyethuku ECDE. The budgeted amount was Kshs. 3,500,000. The actual amount paid was Kshs. 3,244,040. Variance is 7.3%.</p> <p>5. Construction of Kyenze ECDE. The budgeted amount was Kshs. 3,500,000. The actual amount paid was Kshs. 3,292,354.4. Variance is 5.9%.</p> <p>6. Construction of maternity and laboratory at Katulye dispensary. The budgeted amount was Kshs. 3,000,000. The actual amount paid was Kshs. 2,985,417.4. Variance is 0.5%.</p> <p>7. Construction of Kalawa dispensary theatre block.</p>



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							<p>The budgeted amount was Kshs. 4,500,000. The actual amount paid was Kshs. 4,788,111. Variance is (6.4) %.</p> <p>8. Construction of Kisayani dispensary. The budgeted amount was Kshs. 3,600,000. The actual amount paid was Kshs. 3,723,407.6. Variance is (3.4) %.</p> <p>9. Construction of Nthongoloni dispensary. The budgeted amount was Kshs. 5,700,000. The actual amount paid was Kshs. 5,471,183.2. The variance is 4%.</p> <p>10. Construction of Ithini dispensary. The budgeted amount was Kshs. 4,000,000. The actual amount paid was Kshs. 3,781,550.4. The variance is 5.5%. The average implementation is 100% CGM/017/KRA/5.2</p>
5.3	Maintenance	Maintenance budget to ensure sustainability	Maintenance cost in the last FY (actual) was a minimum 5 % of the total capital budget and evidence in selected larger	Review budget and quarterly budget execution reports as well as financial statements. Randomly sample 5 larger projects, which have been completed 2-3 years	Maximum 4 points The maintenance budget is more than 5 % of the capital budget and sample projects catered for in terms of	4	Total development budget FY 2018/19 was Kshs. 3,306,329,616. The total maintenance budget was Kshs.



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			projects (projects which have been completed 2-3 years ago) have been sustained with actual maintenance budget allocations (sample of min. 5 larger projects).	ago. Review if maintenance is above 5 % of the capital budget and evidence that budget allocations have been made for projects completed 2-3 years ago and evidence that funds have actually been provided for maintenance of these investments.	maintenance allocations for 2-3 years after 4 points More than 5 % but only 3-4 of the projects are catered for 2 points. More than 5 % but only 1-2 of the specific sampled projects are catered for 1 point.		287,400,000. This translates to 8.69% CGM/017/KRA/5.3 Listed below are sampled projects catered for in the maintenance budget; <ul style="list-style-type: none"> • Rehabilitation/extension /repair of Katilini earth dam. 2016/17 • Conservation and rehabilitation of Kiu makindu catchment area. 2014/15 • Rehabilitation of Kwanzeli/Mutulu rock catchment. 2017/18 • Renovation of the classroom, construction of a toilet block at Nduu ECDE. 2016/17 How much did each project spend CGM/017/KRA/5.3
5.4	Screening of environmental social safeguards	Mitigation measures on ESSA through audit reports	Annual Environmental and Social Audits/reports for EIA /EMP related investments.	Sample 10 projects and ascertain whether environmental/social audit reports have been produced.	Maximum points: 4 points Above 90 % of sample done in accordance with the framework for all projects: 4 points 80-89 % of projects: 3 points 70-79 % of projects: 2 points 60 – 69 % of projects: 1	4	Environmental audit reports for the following 10 sampled projects were presented: 1. Makueni fruit processing plant, Makueni sub county. NEMA/EA/MKU/5/2/23 4 2. Katilini earth dam at Kiima Kiu/Kalanzoni.



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
					point Below 59%: 0 points		NEMA/EA/MKU/5/2/21 2 3. Luli sand dam along Kyamuia river in Kithembe. NEMA/EA/MKU/5/2/23 6 4. Kikoko community at Kalongosub location. 5. Value addition center in Kee war, Kiati sub county. NEMA/EA/MKU/5/2/23 7 6. Kathekwani primary/community borehole at Kasikeu sub location, Kasikeu war. NEMA/EA/MKU/5/2/23 8 7. Makueni county referral hospital in Wote town, Makueni county. NEMA/EA/MKU/5/2/24 0 8. Ngaamba Masaa water project distribution projects at Kiima Kiu/Kalanzani ward. NEMA/EA/MKU/5/2/23 3



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
							9. Kwa susu community borehole at Waleni sub location. NEMA/EA/MKU/5/2/23 4 10. Makindu sub county hospital incinerator in Makindu town. NEMA/EA/MKU/5/2/23 9 CGM/017/KRA/5.4
5.5	EIA /EMP procedures	EIA/EMP procedure s from the Act followed.	Relevant safeguards instruments Prepared: - Environmental and Social Management Plans, - Environmental Impact Assessment, - RAP, etc. Consulted upon, cleared/approved by NEMA and disclosed prior to the commencement of civil works in the case where screening has indicated that this is required. All building & civil works investments contracts contain ESMP implementation provisions (counties are expected to ensure their works contracts for which	Sample 5-10 projects MoV <ul style="list-style-type: none"> • EIA Registers of projects showing status. • EIA Reports • ESMP/EMP/SMP • RAP Reports • EIA licenses or exemption letters. 	Maximum points: 4 points Above 90 % of sample done in accordance with the framework for all projects: 4 points 80-89 % of projects: 3 point 70-79 % of projects: 2 points 60 – 69 % of projects: 1 point Below 59%: 0 points	4	EIA register was availed and the sampled projects are: 1. Proposed borehole drilling for Mumoni community, Thange ward, and Kibwezi east sub county. NEMA/PR/MKU/5/2/45 3 2. Proposed milk processing facility at Kathonzweni ward, Makueni sub county. NEMA/PR/MKU/5/2/45 2 3. Proposed construction of Makueni agricultural mechanization station at Kathoka, Makueni sub county. NEMA/PR/MKU/5/2/55



No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			ESIAs /ESMPs have been prepared and approved safeguards provisions from part of the contract.				<p>4</p> <p>4. Proposed cold storage facility at Kilungu ward, Kaiti sub county. NEMA/PR/MKU/5/2/44 8</p> <p>5. Proposed muangini 3 sand dam at Muangini river. NEMA/PR/MKU/5/2/44 5</p> <ul style="list-style-type: none"> EIA Reports, ESMP, RAP Reports (title deed) and EIA licenses availed CGM/017/KRA/5.5
					Total Maximum Score: 100 points.	95	



5.0 ASSESSMENT OF DEVELOPMENT PROJECTS VISITED

The team of consultants visited a number of projects initiated by the County Government of Makueni and below is a narrative of the projects visited:-

1. Kathonzweni Dairy,

Introduction

The project passed the necessary steps in the formulation, public participation, and procurement. The project was constructed to help the farmers market their milk supply. The dairy will collect milk from the farmers of Kathonzweni and process it for marketing.

Cost of the Project

The cost of the project was going for 80,000,000 Kshs and at the time of assessment, it was 100% complete awaiting use after it has been officially launched.

The benefit of the Project.

The project will benefit the farmers as it will reduce the distance traveled by the people of Kathonzweni to the nearest dairy. The project will reduce exploitation by the middlemen and also improve farming of the pedigree cattle in the area,

Overview of the project.

The project will boost the people as they sell milk to the dairy at good rates hence they will promote economic growth and improve their livelihood. The project will also create employment for the people of Makueni at large.

Picture of the Project





2. Thwake Bridge

Introduction

The project passed the necessary steps in the formulation, public participation, and procurement. The Thwake bridge is still under construction and it's supposed to benefit the people as it will ease transport by connecting Makueni county and Kitui when it rains and flooding.

Cost of the Project

The cost of the project was going for 334,367,561.10 Kshs and at the time of construction, it was still under construction.

The benefit of the Project.

The project will benefit the people of Makueni with easy transportation. Currently when it rains the river floods and its hard for the people to pass as it has so far claimed lives. After construction, the people will not use long distance of the neighboring county of Machakos to reach Wote town as they are currently doing.

Overview of the project.

This is a very great project for the Makueni people and ones complete they will benefit a lot and lives will be saved.

Picture of the Project





3. Wote Green Park

Introduction

The project passed the necessary steps in the formulation, public participation, and procurement. The project objective is to bring social inclusion to the people of Makueni. It's a place where people can relax and recreate after a long week at work. It also has a computer lab where the youths will be taught some skills to empower them as they search for jobs.

Cost of the Project

The cost of the project was going for 69,335,900 Kshs and it was 80% complete at the time of moderation.

The benefit of the Project.

The project is very beneficial to the people of Makueni as it will bring people together, natural talents, create employment and generate revenue for the county. The Park will also promote the business to the people of Makueni and Kenya at large.

Overview of the project.

The project is a great idea to the county as it will bring people together to nature their talents and also generate revenue. Not forgetting is environmentally friendly.

The Project Picture





4. Makindu Grain Processing Plant

Introduction

The project passed the necessary steps in the formulation, public participation, and procurement. This is one of the projects that is being constructed using the ACPA level two funds. The projects of value as it will be processing all the grain that is being harvested not only by the people of Makueni but the neighboring counties and Kenya at large. The projects passed all the Environmental and Social safeguard measures.

Cost of the Project

The cost of the project was going for 169, 117, 086 KSH current phase cost and it was 80% complete at the time of moderation.

The benefit of the Project.

The project is very beneficial to the people of Makueni as it will cut short the cost and distance that people endure getting their grain to Mombasa. The project will reduce the post-harvest losses besides benefitting farmers to sell the grains at competitive prices.

Overview of the project.

The project is a mega project will benefit the people greatly. It will create jobs, generate revenue and economically boost the people of Makueni.

The Project Picture





6.0 SPECIFIC AND GENERAL COMMENTS TO INDIVIDUAL ASPECTS OF THE ASSESSMENT PROCESS

Issues raised and respective recommendations made by individual departments' aspect of assessment, i.e. MACs, MPCs, and PMs are provided in the following sections 6.1 to 6.3

6.1 Minimum Access Conditions

The consultant observed that though the minimum access conditions were waived for all the counties the consultants it is fundamental if the compliance of the CB plan implementation was analyzed to established the gaps for the future disbursements of level one grants. Notwithstanding, the county provided the following documents;

- The participation agreement and revised capacity building plan signed by the Governor and County Secretary & NCBF Focal Person;

6.2 Minimum Performance Conditions Issues

The consultants noted that ONLY MPC 1 was exempted from assessment as it was in line with the Minimum Access Conditions however the other conditions remained the same hence, they were assessed against the set parameters and all the necessary documentation for the assessment of the MPCs in the correct format.

6.3 Performance Measures Issues

The following is a summary of findings on capacity building requirements of the county based on the assessment (overall indicative areas) listed by Key Result Areas.

KRA 1: Public Finance Management

- Submission of the CBROP by Treasury to Assembly was on 18th October 2017 which was late.
- Monthly reporting and up- Date of accounts were also not submitted inclusive of all required documentation to the management.

KRA 2: Planning and Monitoring & Evaluation

- Storage of documents to be done well easing retrieval.

KRA 3: Human Resource

- The annual targets in the staffing plan were not set hence not met.

KRA 4: Civic Educations and Participation

- More forums to be held beyond the budget forums

KRA 5 Investments and Social Environment Performance

- Documentation to be done well for easy retrieval of documents, for example, the completion certificates



7.0 OVERVIEW OF THE 5 WEAKEST PERFORMANCES

Table 7.1 below presents assessed areas of the county of the weakest performance during the field visit.

KRA	Performance Measure	Issues
KRA 1	Public Finance Management	<ul style="list-style-type: none"> Submission of the CBROP by Treasury to Assembly was on 18th October 2017 which was late. Monthly reporting and up- Date of accounts were also not submitted inclusive of all required documentation to the management. The PPRA reports for quarters 1 & 2 were submitted late.
KRA 2	Planning &M&E	<ul style="list-style-type: none"> Storage of documents to be done well for easy retrieval of documents
KRA 3	Human Resource Management	<ul style="list-style-type: none"> The annual targets in the staffing plan were not set hence not met.
KRA 4	Civic Education	<ul style="list-style-type: none"> More forums to be held beyond the budget forums
KRA 5	Investment implementation & social and environmental performance	<ul style="list-style-type: none"> Documentation to be done well for easy retrieval of documents, for example, the completion certificates



8.0 TREND ANALYSIS

8.1 Comparative Analysis of ACPA 2017/18 And 2018/19

The outcome of the assessment can be summarized as follows:

COUNTY GOVERNMENT TREND Analysis Makueni				
	SUB ITEMS	FY2017/2018	FY 2018/2019	Variance
KRA 1	1.1	2	2	0
	1.2	3	2	+1
	1.3	4	3	-1
	1.4	2	2	0
	1.5	0	1	+1
	1.6	0	2	+2
	1.7	1	1	0
	1.8	0	1	+1
	1.9	1	1	0
	1.10	1	1	0
	1.11	1	1	0
	1.12	0	1	+1
	1.13	0	1	+1
	1.14	1	1	0
	1.15	6	6	0
	Sub total	22	26	+4
KRA 2	2.1	3	3	0
	2.2	1	1	0
	2.3	3	3	0
	2.4	4	4	0
	2.5	1	2	+1
	2.6	5	5	0
	2.7	1	1	0
	2.8	1	1	0
	Sub total	19	20	+1
KRA 3	3.1	3	2	-1
	3.2	4	4	0



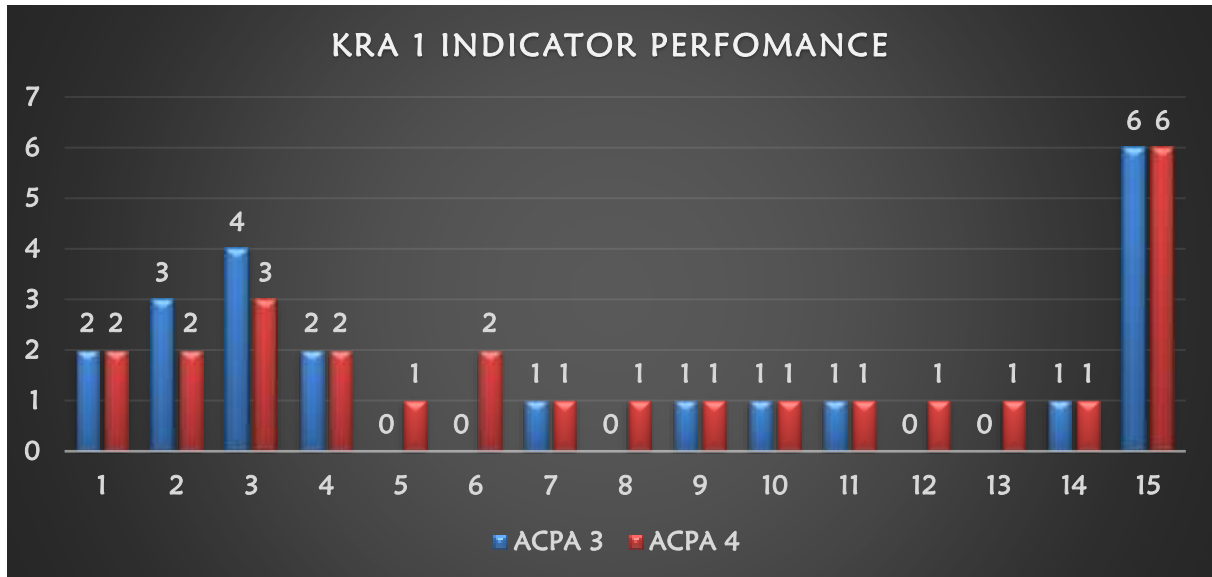
COUNTY GOVERNMENT TREND Analysis Makueni				
	SUB ITEMS	FY2017/2018	FY 2018/2019	Variance
	3.3	3	5	+2
	Sub total	10	11	0
KRA 4	4.1	3	3	0
	4.2	2	2	0
	4.3	2	2	0
	4.4	3	3	0
	4.5	0	1	+1
	4.6	4	5	+1
	4.7	2	2	0
	Sub total	16	18	+2
KRA 5	5.1	6	4	
	5.2	5	4	
	5.3	0	4	
	5.4	3	4	
	5.5	2	4	
		16	20	+4
TOTAL		83	95	+11

PERFORMANCE PER KEY RESULT AREA

Key Result Area 1 Financial Management

The county Government of Makueni improved greatly in this year’s ACPA than the previous year by 4 points from 22 to 26 translating to 18.18%. Most indicators improved by 1 to 2 points and 1.1, 1.4, 1.7, 1.9, 1.10, 11 and 1.14 maintained their scores. Indicators 1.3 and 1.15 has a decrease of 1 point

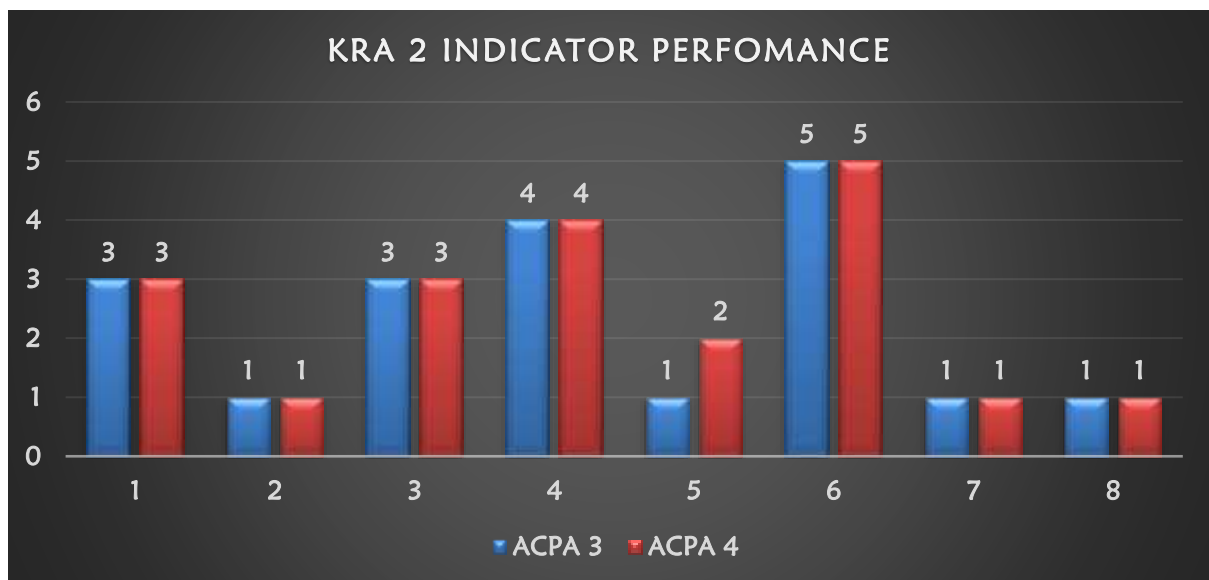
Below is a graph illustrating the scores and the individual variances of each individual Sub KRAs.



KEY RESULT AREA 2 PLANNING, MONITORING AND EVALUATION

The County Government of Makueni performance improved by 1 point from 19 to 20 translating to 5.26%. 7 sub-indicators maintained the scores except 2.5 that registered an increase of 1 point.

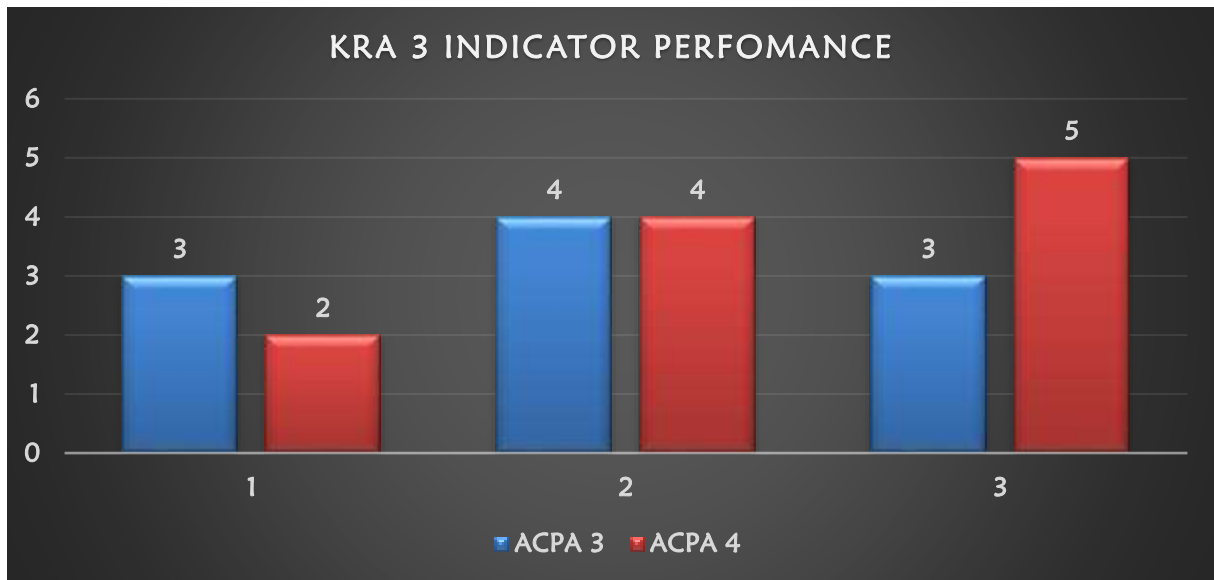
Below is a graph depicting the scores and the individual variances of each individual Sub KRAs.



KEY RESULT AREA 3 HUMAN RESOURCES MANAGEMENT

KRA3's performance score is 11. An increase of 1 point. Sub-indicator 3.1 decreased by 1 point whereas 3.3 increased by 1 point.

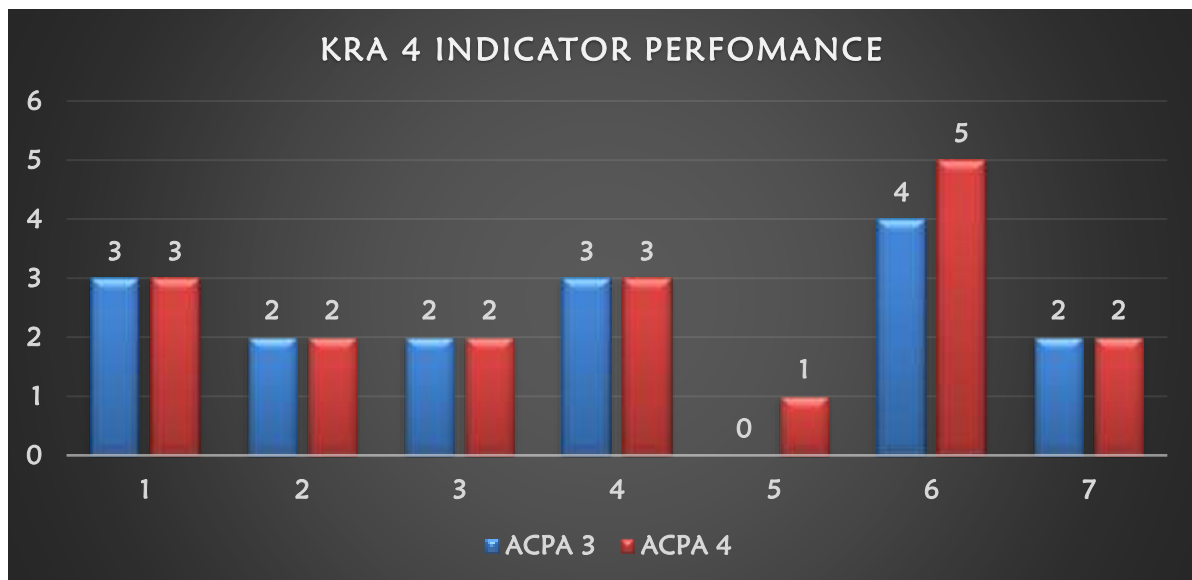
Below is a graph illustrating the scores and the individual variances of each individual Sub KRAs.



KEY RESULT AREA 4 CIVIC EDUCATIONS AND PARTICIPATION

The KRA4 improved by 2 points from 16 to 18 translating to 12.5%. The county-maintained scores in all indicators except for 4.5 and 4.6 that had a one point increase each.

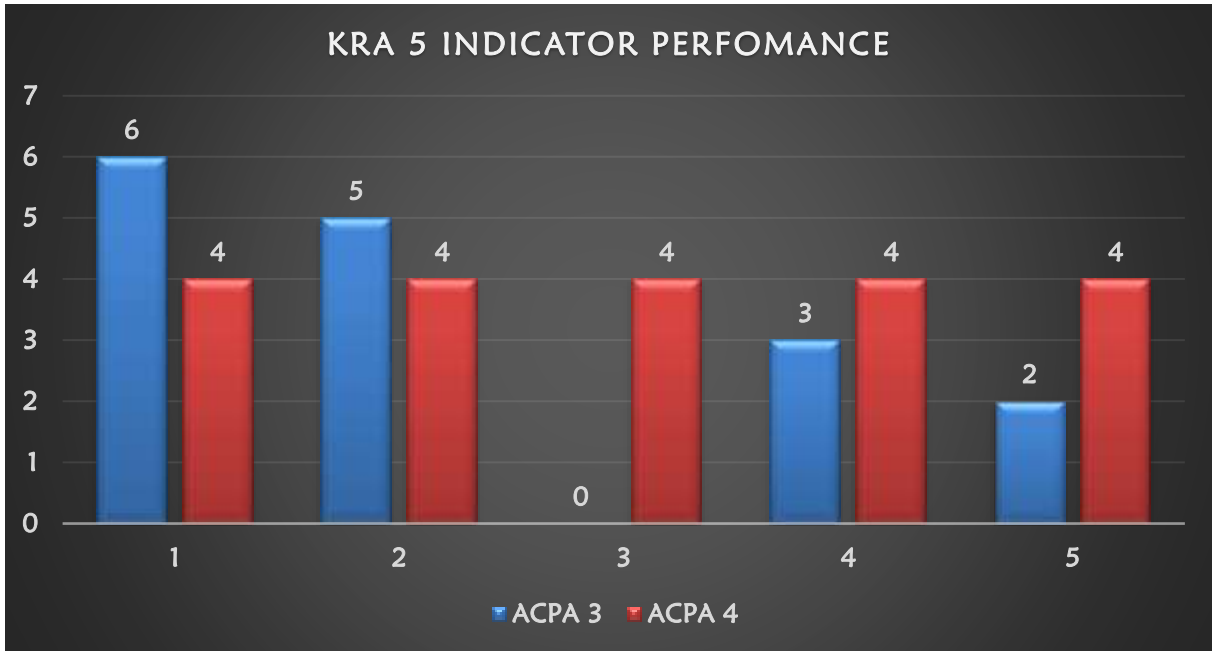
Below is a graph illustrating the scores and the individual variances of each individual Sub KRAs.



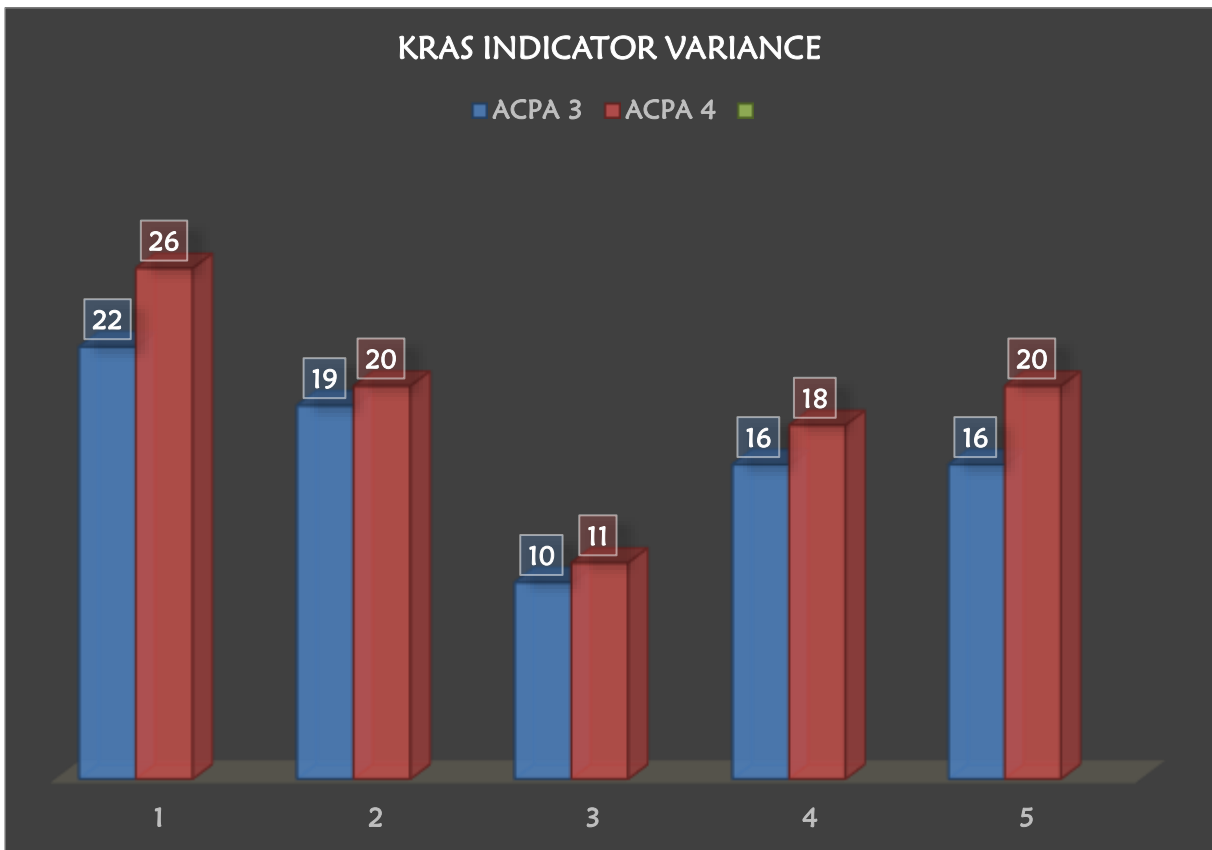
KEY RESULT AREA 5: INVESTMENT IMPLEMENTATION & SOCIAL AND ENVIRONMENTAL PERFORMANCE

The KRA5 improved this year's ACPA by 4 scores from 16 to 20 translating to an increase of 25%. The county had a 4 point increase in indicator 5.3

Below is a graph illustrating the scores and the individual variances of each individual Sub KRAs.



Overall, the County improved in the ACPA4 review to ACPA3 relatively as observed across all the indicators. Key Result Areas as analyzed in the charts below indicates an increase in total by 12 scores from 83 to 95 equivalent to a 14.46% increase. The bar chart below gives a picture of the performance.





9.0 RECOMMENDATIONS

- The county is performing very well but a delay in Submission of the CBROP by Treasury to Assembly should be observed to reduce unnecessary penalties
- Further frequent data sharing with the management should be observed especially through the Monthly reports on financial accounts
- The PPRA reports should also be submitted on time
- The filing of accountable documents should also be observed to ensure the storage of procurement documents easy retrieval all the time
- Popper planning in recruitment and promotion was also noted to be weak in meeting of the annual targets
- The county should do more civic education in areas beyond the budget to ensure the citizens own fully the planned projects and programs.

10.0 LIST OF REPRESENTATIVES INTERVIEWED -MAKUENI COUNTY

Name	Designation	Email/Phone Number
H.E Kivutha Kibwana	Governor Makueni County	0713001312
Ms.Rael Muthoka	Ag.County Secretary	Bennniemumo@Yahoo.Com
Ms.Mary Kimanzi	Cecm Finance&Social Economic Planning	Marykimanzi2003@Yahoo.Com
Ms.Rosemary Mavidu	Cecm Devolution &Public Service	Rmwonga66@Gmail.Com
Mr.Julius Kaloi	Cecm Lands, Mining, Physical Planning&Urban Development	Julius.Mkaloi@Gmail.Com
Mr. Lawrence Nzunga	Cecm Agri, Irrigation Livestock&Fisheries Department	Law73nzunga@Yahoo.Com
Dr.Zipporah Wambua	Dppce &Kdsp Focal Person	Zpprawambua@Yahoo.Com
Mr.Joshua W Wambua	Ecm/Education Sports&Ict	Mcg
Mr.Patrick Kyenze	Director H.R	Mcg
Mr.Boniface Mutua	Director Social Economic Planning	Director.Planning@Makueni.Go .Ke
Ms.Evelyne Mueni	Ass.Director Hr	Evelynemueni@Yahoo.Com
Mr.Daniel Kisee	Ag.Director Veterinary Service	Drdrmkisee@Gmail.Com



Name	Designation	Email/Phone Number
Mr.Robert Kisyule	Cecm, Water, Sanitation, Environment& Climate Change	Water@Makueni.Go.Ke
Mr.Julius Musyoka	Chief Officer Devolution	Julius.Musyoka45@Gmail.Com
Ms.Diana Muli	Chief Officer of Gender	Mulidiana@Gmail.Com
Mr.Daniel Sunza	Director Audit	Danielsunza@Makueni.Go.Ke
Mr.Reuben M.Nzonzi	Program Officer-Public Participation&Civic Education	Nzonzi.Reuben@Gmail.Com
Mr.Bernard Wambua	Participatory Dev.Officer/Social Safeguard Focal	Bernardwambua70@Gmail.Com
Dr.Naomi Makau	Ecm Roads, Transport Energy&Public Works	Naomi.Makau@Makueni.Go.Ke
Eng.Kyoni Sebastian	Ecm-Trade, Industry, Marketing, Tourism &Cooperative	Sebastiankyoni@Gmail.Com
Mr.Philip Ndambuki	Ecm -Gender, Children, Culture & Social Service	Wndambuki97@Ymail.Com
Mr.Stephen Thiong'o	Revenue	Stephen.Thiong'o@Makueni.Go.Ke
Mr.Amos Musyoka	Accountant	Alemusyoka77@Gmail.Com
Mr.Karanja Waigi	Dir.Budget	Karanjawaigi@Gmail.Com
Mr.Kennedy Muthama	Ag,Dfas	Kenmuthama05@Gmail.Com
Mr.Alex Nthiwa	C.O Lands	Ngolanyen@Gmail.Com
Mr.Josaphat Musyoki	C.O Public Works	Emullei@Yahoo.Com
Mr.Jonah Kyathe	C.O Trade, Industry, Marketing Tourism& Cooperative	Jonahk984@Gmail.Com
Mr.Robert M	Finance	Anzlamwix@Gmail.Com
Mr.Eliud N Munyao	Co-Pbr	Eliud.Ngela@Makueni.Go.Ke



11.0 APPENDICES

11.1 ENTRY MEETING MINUTES

MINUTES OF ENTRY MEETING FOR ANNUAL CAPACITY & PERFORMANCE ASSESSMENT HELD AT MAKUENI COUNTY GOVERNOR'S BOARDROOM ON 7TH OCTOBER 2019, FROM 8:10 AM TO 9:10 AM

MEMBERS PRESENT

COUNTY TEAM:

NAME	DESIGNATION
1. MS. RAEL MUTHOKA	AG. COUNTY SECRETARY
2. MS. MARY KIMANZI	CECM.FINANCE &ECONOMIC PLANNING
3. MS. ROSEMARY MAUNDU	ECM DEVOLUTION&PUBLIC SERVICE
4. MR. JULIUS KALOI	CECM LANDS MINING, PHYSICAL &URBAN
5. MR. LAWRENCE NGUNGA	CECM AGRI, IRRIGATION, LIVESTOCK &FISHERIES
6. DR. ZIPPORAH WAMBUA	DPPCE KDSP FOCAL PERSON
7. MR.JOSHUA W WAMBUA	ECM /EDUCATION, SPORTS &ICT.
8. MR. PATRICK KYENZE	DIRECTOR H.R
9. MR. BONIFACE MUTUA	DIRECTOR SOCIAL ECONOMIC PLANNING
10. MS. EVELYNE MUENI	ASS.DIRECTOR HR
11. MR. DANIEL KSEE	AG. DIRECTOR VETERINARY SERVICE
12. MR. ROBERT KISYULA	CECM WATER SANITATION, ENVIRONMENT
13. MR. JULIUS MUSYOKA	CHIEF OFFICER DEVOLUTION
14. MS. DIANA MULI	CHIEF OFFICER GENDER
15. MR. DANIEL SUNZA	DIRECTOR INTERNAL AUDIT
16. MR. REUBEN M NZONZI	PROGRAM OFFICER PP&CIVIC EDUCATION
17. MR. BERNARD WAMBUA	PARTICIPATORY DEV OFFICER/SOCIAL SAFEGUARD PERSON
18. DR. NAOMI MAKAU	ECM ROADS, TRANSPORT, ENERGY&PUBLIC WORKS
19. ENG. KYONI SEBASTIAN	ECM-TRADE AND INDUSTRY
20.MR. PHILIP NDAMBUKI	ECM.GENDER CULTURE&SOCIAL SERVICE
21. MR. STEPHEN THIONG'O	DIRECTOR REVENUE
22.MR. AMOS MUSYOKA	ACCOUNTANT
23.MR. KARANJA WAIGI	DIRECTOR BUDGET
24.MR. KENNEDY MUTHAMA	AG. DFAS
25.MR. ALEX NTHIWA	C.O LANDS
26.MR. JOSAPHAT MUSYOKI	C.O PUBLIC WORKS
27.MR. JONAH KYATHE	C.O TRADE
28.MR.ROBERT MBITHI	ASSET MANAGEMENT
29.MR. ELIUD N MUNYAO	C.O PBR



PRESTIGE MANAGEMENT SOLUTIONS TEAM

- | | |
|-------------------------|-------------|
| 1. MS. SARAH NYABWENGI | TEAM LEADER |
| 2. MR. DON ONGORI | ASSESSOR |
| 3. MS. BENEDETTE KAMIRU | ASSESSOR |

AGENDA:

1. Preliminary
2. Opening Remarks
3. Brief On ACPA Expectation
4. Adjournment

MIN: 1/7/10/2019: PRELIMINARY

The meeting was called to order by the Acting County Secretary Ms. Rael Muthoka at 8:10 a.m. This was followed by a brief introduction of members present with their respective designations.

MIN: 2/7/10/2019: OPENING REMARKS

The Acting County Secretary welcomed the Prestige Management team to Makueni County promising cooperation during the entire assessment period. She expressed confidence in her county team readiness in regard to the exercise. She also appealed to all heads of departments to produce relevant evidence during the exercise to ensure they don't miss out on any scores. Having officially opened the exercise she welcomed Ms. Sarah Nyabwengi to introduce the prestige team and give a brief of the ACPA expectations.

MIN: 3/7/10/2019: BRIEF ON ACPA EXPECTATIONS

The team leader, Ms. Sarah Nyabwengi expressed her appreciation for the warm welcome to Makueni County and for the opportunity to conduct an assessment in the institution. To enable the assessment seamless, she took all the focal persons through the tool and the expectations requesting for cooperation in carrying out the exercise. She also urged them to avail themselves for the exit meeting which would be held on 09/10/2019 the third day as per the program.

MIN: 4/7/10/2019: ADJOURNMENT

There being no other business, the meeting was adjourned at 9:10 am. The team left for the collection of the required documents for the assessment as the PMS team also settled at the County Secretary's boardroom.



Minutes Prepared By:

Name: Ms. Benedette Kamiru- Assessor PMS

Signature: _____

Date: _____

Minutes Confirmed By:

1. **Name:** Ms. Sarah Nyabwengi - Team Leader PMS

Signature: _____

Date: _____

2. **Name:** Dr. Zipporah Wambua - Makueni County KDSP Focal Person

Signature: _____

Date: _____



11.2 EXIT MEETING MINUTES

MINUTES OF THE EXIT MEETING FOR ANNUAL CAPACITY AND PERFORMANCE ASSESSMENT HELD AT MAKUENI COUNTY AT THE GOVERNORS BOARDROOM ON 09TH OCTOBER 2019 FROM 3:00 PM TO 4:00 PM

MEMBERS PRESENT

COUNTY TEAM:

NAME	DESIGNATION
1. HON. ADELINA MWAU	DEPUTY GOVERNOR
2. MS. RAEL MUTHOKA	AG.COUNTY SECRETARY
3. MS. NAOMI MAKAU	CECM ROADS, TRANSPORT, ENERGY &PUBLIC WORKS
4. MR. JULIUS KALOI	CECM LANDS, MINING& PHYSICAL PLANNING
5. MR. LAWRENCE NZUNGA	CECM AGRICULTURE, IRRIGATION, LIVESTOCK&FISHERIES
6. MS. MARY KIMANZI	CECM FINANCE AND SOCIO-ECONOMIC PLANNING
7. MS. ZIPPORAH WAMBUA	KDSP FOCAL PERSON
8. MS. MARY MBENGE	CHIEF OFFICER ENVIRONMENT&SANITATION
9. MR. ELIUD N MUNYAO	C.O PLANNING, BUDGET & PLANNING
10. MR. DANIEL KSEE	CHAIR KDSP TECHNICAL COMMITTEE
11. MS. JACQUELINE KAMUSA	EIA OFFICER
12. MS. WINNIE CHEPKIRUI	AUDITOR
9. MR. CHRIS M YULU	DIRECTOR COMMUNICATION, PROTOCOL &PUBLIC RELATION
10. MR. BONIFACE MUTUA	DIRECTOR PLANNING
11. MR. PATRICK KYENZA	DIRECTOR HUMAN RESOURCE MANAGEMENT
12. MR. KENNEDY MUTHAMA	DIRECTOR FINANCIAL SERVICES
13. MR. FIDEL MUEMA	PROCUREMENT OFFICER
14. MR. AMOS MUSYOKA	ACCOUNTANT
15. MS. CECILIA MUTUA	AG. CHIEF OFFICER EDUCATION, SPORTS& ICT
16. MS. MARY M MUTETI	AGRICULTURE & IRRIGATION
17. MR. BERNARD WAMBUA	PARTICIPATORY DEVELOPMENT OFFICER
18. MS. BRIGID KIBONE	FINANCIAL ACCOUNTING SERVICES
19. MR. NZIOKI KINGOLA	CHIEF OF STAFF

PRESTIGE MANAGEMENT SOLUTIONS TEAM

1. DR. NYOIKE WAMWEA	PROGRAM COORDINATOR
2. MS. SARAH NYABWENGI	TEAM LEADER
3. MR. DON ONGORI	ASSESSOR
4. MS. BENEDETTE KAMIRU	ASSESSOR



AGENDA:

1. Preliminary
2. Registration
3. Recap of the assessment process
4. Responses from CO Finance
5. Responses from members
6. Adjournment

MIN: 1/09/10/2019: PRELIMINARY

The meeting was called to order by Deputy Governor Adelina Mwau requesting Mr. Chris M. Yulu to open with a word of prayer. This was followed by a brief introduction of members present with their respective designations. She then requested the Program Co-coordinator to give his highlights of the exercise. After a short and precise brief, he directed the Team Leader to give a recap of the assessment on their general conduct during the exercise pointing out they were cooperative and dedicated to ensuring they meet the expectations.

MIN: 2/09/10/2019: REGISTRATION

The visitor's book was circulated for the registration of all the members present.

MIN: 3/09/10/2019: RECAP OF ASSESSEMENT PROCESS

The team leader took the opportunity to once again thank the county for the commitment and ownership of the exercise.

She then highlighted the areas which the county had done well and where they needed to improve on as per the tool indicators as stipulated below:

RECAP ON KRA'S

KRA 1- It was generally well done the only challenge encountered was on CBROP submission which was meant to have been presented to County Assembly on 15th October as per the tool requirement but done on 19th October which was 4 days late. She noted the need for the county to embrace the usage of PEFA methodology used to calculate the deviation of Expenditure against Approved Budget Allocations.

KRA 2 – Ms. Sarah noted that this KRA was well performed and in a case where the linkages of county projects between CIDP ADP and budget was evident. A commendable job on this Key Result Area as noted by the Team Leader

KRA 3- in this KRA the only gap identified by her was in the area of meeting the annual targets set in the staffing plan. These targets were not met as in the FY 2017/18 there were no staffing targets.

KRA 4-This area was well addressed with evidence indicating a lot of citizen involvement and their feedback also put into consideration during project implementation.

KRA 5- in this KRA she noted that the Social and Environmental Safeguards are well taken care of before and after projects are put in place following feasibility studies that are usually undertaken by the designated officers.



MIN: 4/09/10/2019: RESPONSES FROM THE DEPUTY GOVERNOR

The Deputy Governor commented on the assessments and thanked the team for the recap done. She appreciated both teams and promised to work with the involved departments to see to it that they adjust if need be and also ensure they maintain their bar higher where they have performed.

MIN: 5/09/10/2019: RESPONSES FROM MEMBERS

All the CECM generally echoed the same sentiments as their Deputy Governor appreciating the support from the Governor’s office and the firm but calm working environment given by the Prestige team.

MIN: 7/09/10/2019: ADJOURNMENT

There being no other business the meeting was adjourned at 3:45 PM with closing prayers by Mr. Amos Musyoka.

Minutes Prepared By:

Name: Ms. Benedette Kamiru- Assessor PMS

Signature: _____

Date: _____

Minutes Confirmed By:

3. **Name:** Ms. Sarah Nyabwengi - Team Leader PMS

Signature: _____

Date: _____

4. **Name:** Dr. Zipporah Wambua - Makueni County KDSP Focal Person

Signature: _____

Date: _____



— THE PRESIDENCY —
MINISTRY OF DEVOLUTION & ASAL



For Contact Information:

**Ministry of Devolution and ASAL
State Department of Devolution
6th Floor, Teleposta Building
P.O. Box 30004-00100
NAIROBI**