



**OFFICE OF THE DEPUTY PRESIDENT
STATE DEPARTMENT FOR DEVOLUTION**

DEVOLUTION PERFORMANCE RESULTS FRAMEWORK

June 2025

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PREFACE

As we continue taking steps towards consolidating the gains in the implementation of Devolution, the Office of the Deputy President, State Department for Devolution continue to play its part by engaging key actors and the public to strengthen our devolved system of Government. My office, which is mandated to promote intergovernmental relations for effective service delivery, plays a pivotal role in enhancing the coordination, consultation and cooperation between the National and County Governments.

Building upon the successful establishment of policies, legislation and institutions responsible for implementation of the devolved system of governance, the Executive Office of the President urges the devolution stakeholders to implement a robust accountability and performance-based management culture as more resources continue to be allocated to the Devolved system of Government.

Presently, there is no comprehensive standardized and harmonized result management and reporting mechanism which can empirically determine success or otherwise in the implementation of the devolved system of government. It is against this background that the State Department in consultation with all devolution stakeholders have developed the Devolution Performance Result Framework. The overall objective of the framework is to guide Performance assessment of the devolved functions in order to determine the required support in their implementation. The assessment of performance of a function against the national and international standards will assist the country to accelerate the realisation of the objects of devolution, as corrective interventions will be implemented to address the capacity gaps that might their realization of objects.

We expect the Framework to be used by all stakeholders especially the National and County Governments, the non-State actors and all institutions that are engaged in public service delivery. The framework is not meant to replace any existing county or national legislation on performance in service delivery rather it complements the provisions on the legislation where necessary.

I have found the framework vastly rich in content and easy to read. We anticipate that its usage will promote closer collaboration, consultation and communication between

the two levels of governments and citizens in general in policy formulation, planning, budgeting and service delivery.

Finally, I wish to acknowledge the role played by the Principal Secretary, State Department for Devolution, Mr Michael Lenasalon and the Secretary Devolution and intergovernmental relations Mr Shale Mahat for their role in providing leadership in the development of the Framework . We at the Presidency look forward to seeing the efforts put in the development of this framework transform the process of managing results and contribute to more effective service delivery for our people and meaningful implementation of the Devolved System of Government.

Hon. Attorney General

FOREWORD

I am pleased to be associated with the Development of the Devolution Performance Results Framework. A harmonized approach that guides the assessment of performance of devolved functions towards optimization of service delivery. The Framework has been developed as a guide highlighting minimum capacity development standards and requirements that should be put in place in order to effectively execute the devolved functions and enhance service delivery. Moreover, the National Government will be expected to formulate and implement policies, laws and other legal frameworks that support the implementation of the devolved system of Government. Measuring the performance of devolved functions will help in establishing the capacity gaps that exist. This will guide on the steps necessary to establish the required support from the national government and measures to be taken in order to address the capacity gaps.

I appreciate the lead taken by the Office of the Deputy President, State Department for Devolution, together with the interagency committee including my team at the Council of Governors and development partners in the development of the Framework. The framework has been developed in the true spirit of consultation and cooperation as emphasised in the Constitution of Kenya 2010.

I am convinced that the framework will go a long way to improve performance results and ultimately lead to a sustainable quality service delivery.

Hon.

Chair Council of Governors

ACKNOWLEDGEMENTS

Dedication, effort and commitment have gone into the development of the Devolution Performance Results Framework. I wish to express my gratitude to all stakeholders in the public and private sectors, development partners, civil society, Faith Based Organisations, professional bodies and academia for their invaluable input in the preparation of the Framework.

Special recognition goes to the State Department team led by Kennedy Nyambati assisted by Fredrick Kanini whose able leadership made the completion of the document possible. I also wish to recognise efforts by everyone who supported the entire development process. The list is indeed endless.

I also wish to acknowledge the Members of the Multi agency Technical Committee drawn from National Governments (Ministries, State Departments and agencies), County Governments, Council of Governors, Intergovernmental Relation Technical Committee (IGRTC), Constitution Commission and Agencies) for their dedication and support. The contribution of each individual and organisation is acknowledged and highly appreciated.

I would like to single invaluable financial and technical support in the development of the Framework especially the World Bank. Special recognition also to the editorial team that proofread the drafts and greatly improved the quality of the document. We are indebted to them all.

Devolution is working.

Mr. Michael Lenasalon

Principal Secretary

State Department for Devolution

ABBREVIATIONS

ADP: Annual Development Plans

AE: Authorized Staff Establishment

AGPO: Access to Government Procurement Opportunities

AI: Artificial Intelligence

ALS: Advanced Life Support

APF: Annual Performance Reporting

BETA: Bottom up Economic Transformation Agenda

BIRR: Budget Implementation Review reports

BROP: Budget Review and Outlook Paper

CAIP: County Aggregation and Industrial Parks

C-APR: County Annual Progress Report

CBA: Collective Bargaining Agreement

CBEF: County Budget and Economic Forum

CBROP: County Budget Review and Outlook Paper

CDA: County Department and Agencies

CE: Civic Education

CEC: County Executive Committee

CECM: County Executive Committee Member

CG – County Government

CGAAB: County Government Additional Allocation Bill

CHMT: County Health Management Team

CIDP: County Integrated Development Plans

CIMES: County Monitoring and Evaluation System

CIPMF: County Integrated Performance Management Framework

CIPMS: County Integrated Performance Management System

COB: Controller of Budget

CoG: Council of Governors

COHO: Community Oral Health Officer

CPAP: Continuous Positive Airway Pressure

CPER: Consolidated Progress and Expenditure Reports

CRA: Commission for Revenue Allocation

CRF – County Revenue Fund

CSDS: Citizens Service Delivery Charter

CT: Computed Tomography

DORB: Division of Revenue Bill

DRM: Disaster Risk Management

EIA: Environmental Impact Assessment

EMCA: Environment Management Coordination Act

ENT: Ear, Nose, Throat Doctor

ESIA: Environmental Social Impact Assessment

FIF Act: Facility Improvement Financing Act

GCP: Gross County Product

GRHIS: Government Human Resource Information System

HDU: High Dependency Unit

HIV: Human Immunodeficiency Virus

HR: Human Resource

HRIS: Human Resource Management Information System

HRM: Human Resource Management

IA: Internal Audit

ICT: Information and Communication Technology

ICU: Intensive Care Unit

IFMIS: Integrated Financial Management Information System

IGRTC: Intergovernmental Relations Technical Committee

IOPA: Intraoral Periapical X-ray

KEBS: Kenya Bureau of Standards

KEMIS: Kenya Education Management Information System

KMS – Kilometres

KNBS: Kenya National Bureau of Statistics

KNBS: Kenya National Bureau of Statistics

KSG: Kenya School of Government

M&E: Monitoring and Evaluation

M&E: Monitoring and Evaluation

MCH/FP – Maternal and Child Health / Family Planning

MDA: Ministries, Departments and Agencies

MHRMAC: Ministerial Human Resource Management Advisory Committee

MOW: Ministry of Water

MP: Member of Parliament

MRI: Magnetic Resonance Imaging

MSEA: Micro and Small Enterprises Authority

MSME: Micro, Small and Medium Enterprises

MTDS: Medium Term Debt Management Strategy Paper

MTP: Medium Term Plan

NACADAA: National Campaign against Drug Abuse Authority

NCBF: National Capacity Building Framework

NCEF: National Civic Education Framework

NDC: National Defence College

NEMA: National Environment Management Authority

NGOs: Non-governmental Organizations

NIMES: National Integrated Monitoring and Evaluation System

OAG: Office of the Auditor General

PBB: Programme Based Budgets

PET: Positron Emission Tomography

PFM: Public Finance Management

PPOA: Public Procurement and Oversight Authority

PPORB: Public Procurement and Oversight Authority Review Board

PSASB: Public Sector Accounting Standards Board

PSV: Public Service Vehicle

PWD: Persons with Disability

RA: Recognition Agreements

SDMSME: State Department for Micro, small and medium enterprises

SGD – Sustainable Development Goals

SPAS: Staff Performance Appraisal System

SPAS: Staff Performance Appraisal System

SRC: Salaries and Remuneration Commission

SUD: Substance Use Disorder

SWOT: Strengths, Weaknesses, Opportunities and Threats

TA: Technical Assistance

TB: Tuberculosis

TNA: Training Needs Assessment

UNODC: United Nations Office on Drugs and Crime

VET: Vocational Education and Training

WRUA: Water Resources Users Association

DEFINITION OF TERMS

Economy: the cost and value of inputs and obtaining the appropriate quantity and quality of resources at the lowest cost possible; optimising the resources (inputs).

Efficiency: Efficiency is the ratio of inputs to outputs. It looks at the aggregate value of inputs that are transformed by sets of activities into valued outputs. The higher the output (relative to the inputs), the higher the efficiency. It is concerned with resource utilisation in production/project implementation. It can also be measured in terms of the cost of providing a service *per unit* of resource used, *per unit* of output, or per beneficiary served (in the context of a service)

Effectiveness: Effectiveness defines the extent to which project goals and objectives are realised.

Equity: Assesses the level of objectivity and/or impartiality in resource allocation in public expenditure. Equity has two dimensions; regional/geographical equity in distribution; and special Achieve outcomes.

Health Facility: a health service delivery structure from where services are provided e.g. Outpatient, pharmacy, laboratory. Government facilities are the ones that are gazetted and Non-Government facilities are registered with the regulator.

Level 1 – Community Health Unit: This is a health service delivery structure within a defined geographical area covering a population of approximately 5,000 people.

Level 2 – Dispensaries: Refers to the lowest point of contact with the public. These are run and managed by enrolled and registered nurses who are supervised by the nursing officer at the respective health centre.

Level 3 - Health Centres: have a clinical officer as in-charge and provide comprehensive primary care and mainly focus on preventive care such as childhood vaccination. They are medium-sized units, which cater for a population of about 80,000 people.

Level 4 – Sub County Hospitals: Are hospitals which are the co-ordinating and referral centre for the smaller units. They usually have the resources to provide comprehensive medical and surgical services. They are managed by medical superintendents.

Level 5 - County Hospitals: These are regional centres, which provide specialised care including intensive care and life support and specialist consultations. These are referral points for the sub county hospitals.

Level 6 - National Referral Hospitals: Refers to National referral hospitals offering very specialised services. They include Kenyatta National Hospital, Moi Teaching and Referral Hospital, Mathari National Teaching and Referral Hospital.

Morbidity: Refers to the existence of any form of disease, or to the degree that the health condition affects the patient.

Outpatient morbidity: The number of cases a client visits a health facility for treatment without spending the night (being admitted) in that facility.

Emergency preparedness' denotes:

- (a) A state of readiness which enables organs of the national and county governments and other institutions involved in Disaster Risk Management, the private sector, communities and individuals to mobilise, organise and provide relief measures to deal with an impending or current disaster or the effects of a disaster; and
- (b) The knowledge and capacities developed by governments, professional response and recovery organisations, communities, and individuals to

effectively anticipate respond to and recover from the impacts of likely, imminent, or current hazard events or conditions improving resilience.

THE EXECUTIVE SUMMARY

Devolution has facilitated the decentralization of power and brought resources closer to the people. The Objects of the devolution as provided in Article 174 of the Constitution is to promote socio-economic development, and provision of proximate, easily accessible services throughout Kenya.

Presently, the determination of how the implementation of the devolved system is performing is done through perception, sectorial, ad hoc surveys and in learning forums or exchange conferences. There is no comprehensive standardized and harmonized result management and reporting mechanism which can empirically determine success or otherwise in the implementation of the devolved system of government.

The County Government Act Cap 265 sec 121 provides that on its own initiative or on request by a county government or group of persons, the ministry or government department responsible for matters relating to intergovernmental relations, undertake assessment of County performance and determine the support requirements, report on the assessment and the capacity needs of the county governments

County governments are service delivery oriented. A harmonized approach of assessing performance of devolved functions is necessary towards optimization of service delivery. It is in this regard that this Framework has been developed as a guide highlighting minimum capacity development standards and requirements that should be put in place in order to effectively execute the devolved functions and enhance service delivery.

The Devolution Result Framework will be implemented at the national and county level. Key focus will be the implementation of the fourteen (14) devolved functions, Governance and Legislative function in county assemblies and key enablers for effective implementation of devolution. The framework is twofold. First, it presents a list of sufficient capacity requirements for the effective implementation of every devolved function. Secondly, it provides, capacity and performance indicators, where applicable, international and national performance standards and the means of verification. This framework details the capacity indicators by which a function will be assessed against the capacity requirements for the full and effective implementation of every devolved

function. It also provides capacity requirements benchmarks for selected functions being the accepted international and or national standards.

A systematic process of selecting indicators in the first phase starting with input and process indicators will be employed with the aim of ascertaining whether the necessary basic requirements exist for a function to be said to be performed.

The performance assessment will provide data on support requirements. The national and county government will follow a systematic approach in providing support and in building the capacity Building Process.

Given the distinction of the roles of each level of government in the implementation of devolution, a guidance on how to bring the two levels of government in determining the performance of devolution is provided.

CHAPTER ONE: INTRODUCTION

The Constitution of Kenya creates innovative routes for the provision of essential services to all the people of Kenya. The effective and efficient delivery of services to the people is guaranteed through an elaborate Bill of Rights and the creation of the devolved system of government. Devolution which is defined as the sharing or transfer of political, administrative and fiscal powers between the national and subnational levels of government is at the heart of the Constitution. It is a transformative process in Kenya's evolving governance journey promoting equitable socio-economic development across the country. The Constitution created two distinct and interdependent levels of government that is the National Government and 47 County Governments. The two levels of government conduct their mutual affairs in a cooperative and consultative manner as they serve one citizen. The National Government is primarily given the responsibilities and functions of policy formulation, norms, standard setting and policy oversight while the County Governments (CG) are assigned functions primarily responsible for delivery of services.

Devolution has facilitated the decentralization of power and brought resources closer to the people. The Objects of the devolution as provided in Article 174 of the Constitution is to promote socio-economic development, and provision of proximate, easily accessible services throughout Kenya. Equitable, efficient and prudent utilization of resources for the benefit of citizen where service delivery and public participation are at the centre of governance. Devolution fulfils the Kenya aspiration of having a political system as articulated in the Vision 2030 political pillar, "*a democratic political system that is issue based, people centered, and result oriented and accountable to the public*". A system that meets the widest public interest, responds to the need and rights of citizens whose participation in all public policies and resource allocation processes is both fully appreciated and enabled. The Vision advocated for an accountable system which is open, transparent and permits the free flow of information and one in which the leaders are accountable to citizens.

Presently, the determination of how the devolved system performs is done through, perception, sectorial and ad hoc surveys and in learning forums or exchange conferences.

There is no comprehensive standardized and harmonized result management and reporting mechanism which can empirically determine success or otherwise in the implementation of the devolved system of government. This creates duplication of efforts by different actors, application of different performance measurement tools and indicators depending on the need of the user. Ultimately, an information and learning gaps in created when reporting on the implementation of the devolved system of government hence a need of a standard guide to assess and report on implementation of devolved system of Government.

Constitutional and Legal Foundation

Table 1.1 The Constitution and Legal foundation of the Devolution performance results framework

Statute	Provisions
Chapter 11 Constitution Chapter 12 Constitution Chapter 13 Constitution	Devolution, the Objects, principles and structure of governance
Constitution Article 186, 190 Fourth Schedule	Public finance Management, National and county Level and institution for PFM
County Government Act Cap 265 The PFM Act Cap 412	Public service principles and County Public Service institutions
Intergovernmental Relations Act Cap 265 F Urban Areas and Cities Act, 2011 Cap 275	Powers, function of county governments Support to county Governments Distribution of functions between the national government and the county governments
	Give effect to Chapter eleven of the Constitution, County Governments powers, functions and responsibilities to deliver services and connected purposes CGA- Sec 121. Undertaking assessment of County performance and determination of the support requirements, reporting on the assessment and the capacity needs of the county governments.

	Efficient management of public finances by the national and county governments
	Framework for consultation and cooperation between the 2 levels of government IGRA Sec 8 -National and county government coordination summit to evaluate the performance of national or county governments and recommending appropriate action
	Give effect to Article 184 of the constitution, on classification, governance management of urban areas

Responsibility to undertake Performance assessment

The County Government Act Cap 265 sec 121 provides that on its own initiative or on request by a county government or group of persons, the ministry or government department responsible for matters relating to intergovernmental relations, undertake assessment of County performance and determine the support requirements, report on the assessment and the capacity needs of the county governments.

As the State Department for Devolution, which is mandated to promote intergovernmental relations for effective service delivery, the State Department plays a pivotal role in enhancing the coordination, consultation and cooperation between the national and county governments. Building upon the successful establishment of the policies, legislation and institutions of the devolved system of governance, the State Department is expected to guide devolution stakeholders in implementing a robust results and performance-based management culture. This will ensure prudent use of resources and prioritization of service delivery. Empirical evidence and generation of necessary data and information for policy making by National Government in regards to devolution will be obtained.

Rationale

The National government with respect to the implementation of the Devolved system of Government is generally responsible for setting overall coordination, policy and

strategic direction for all fourteen functions, capacity building and facilitating County Governments access the allocated equitable share in timely manner.

County governments are service delivery oriented. A harmonized approach of measuring performance of devolved functions is necessary towards optimization of service delivery. It is in this regard that this Framework has been developed as a guide highlighting minimum capacity development standards and requirements that should be put in place in order to effectively execute the devolved functions and enhance service delivery. Measuring the performance of devolved functions will help in establishing the capacity gaps that exist. This will guide on the steps necessary to establish the required support from the national government and measures to be taken in order to address the capacity gaps.

The assessment of performance of a function against the national and international standards where applicable will assist the country accelerate the realisation of the objects of devolution as corrective interventions will address the gaps identified. This will ensure particular performance of a function is compared across counties and against the international and National standards. The framework will provide invaluable data for capacity building mechanism and interventions as well as providing tools for assessing performance in the implementation of devolution. Levels of performance will be established while performance gaps that might hinder realization of objects of devolution as envisaged under Article 174 of the Constitution will be identified.

Objectives of the framework

The overall objective of the framework is to guide performance assessment of the devolved functions in order to determine the support required in their implementation.

Specific objectives of the framework

- i. To provide a standardised approach to assess the performance of devolved functions;
- ii. To provide a mechanism for determining Capacity support requirements to County Governments for improved service delivery;

- iii. To provide a standardised reporting mechanism on the implementation of devolved functions and enabler thematic areas;
- iv. To establish a unified collaboration and coordination mechanism of engagement between developments collaborates, stakeholders and county governments in service delivery;
- v. To guide adjustments in the implementation of devolution programs, projects, activities and allocation of resources at both levels of government; and
- vi. To generate data for policy development, review and decision-making.

Scope

The Devolution Result Framework will be implemented at the national and county level. Key focus will be the implementation of the fourteen (14) devolved functions, Governance and Legislative function in county assemblies and key enablers for effective implementation of devolution. The enablers include Public Finance management, Planning Monitoring and Evaluation, Human resource, Public participation and civic education.

Framework development process

The development process of the framework was participatory and consultative. An interagency Technical Working Committee appointed by respective Accounting Officers composed of members drawn from the MDAs, Specialised institutions, Independent offices and commissions was established. A dedicated technical team of SDD supported the process.

The process of developing this framework-involved desk reviews of various government documents, brainstorming sessions, discussions, consultative workshops and consultation with other key stakeholders.

The Technical Committee developed a draft framework, which underwent a validation process by relevant State Departments and stakeholders. The input obtained from the validation process enriched the document.

CHAPTER TWO: PERFORMANCE ASSESSMENT AND CAPACITY REQUIREMENTS

2.0 Introduction.

The National and County Governments work towards the realization of the objects of devolution by employing continuous adaptation strategies and enhancing their capabilities to deliver quality services. This is amidst the challenges and threats faced in their day-to-day operations. Hence, the need to better understand what they can do or change to improve their ability to perform. Performance assessment is one of the most successful diagnostic tools that will be employed to establish the status on implementation of devolved system of government and determine what needs to be done to improve performance. Such an assessment provides useful data on the capacities that counties have in place to support service delivery to the citizens.

Since the inception of devolution, wide scale assessment has not been undertaken save for sectoral assessments. However, the State Department through the World Bank funded program, the Kenya Devolution Support Program KDSP 1 (2016-2022) piloted a performance assessment through the introduction of Annual Capacity and Performance Assessment (ACPA) a mechanism to monitor performance on multiple objectives. ACPA assessed county internal systems and structures in five key results areas. These were Public Finance Management, Human resource and performance management, planning monitoring and evaluation, civic education and public participation and environmental and social safeguard.

The ACPA findings

The national government and counties reported consistent improvement in institutional capacity over the KDSP 1 implementation period. ACPA evaluation on counties conducted in financial years 2016/2017, 2017/2018, 2018/2019 and 2019/2021 indicated consistent improvement in institutional capacities at both national and county governments.

County institutional capacities were reported to have improved service delivery and surpassed Minimum Standard Conditions targets of 70%. The ACPA scores increased from an average of 33% (2015/16), 41% (2016/17), 64% (2017/18) to 89% (2018, 19)

moreover, the measurement of identified indicators resulted to targeted capacity building interventions to fill the gaps identified., it is expected that with this experience the implementation of the framework will replicate this performance increase in all proposed thematic areas over time.

Performance Assessment

Performance Assessment, in the context of this Framework, is a systematic process for obtaining valid information about the performance of a specific function with a view to determine its level of implementation. An assessment is the systematic determination of the merit, worth or significance of something. It will involves making judgments; it does not aim simply to describe some state of affairs but to offer a considered and reasoned judgment about that state of affairs. The fundamental issue in this endeavour is how one can get from scientifically supported premises to evaluative conclusions. In other words, how to make a sound judgment using a logical and traceable process in performance assessment.

This Results framework provides the full picture of the existing capacities in the implementation of the devolved functions and the corresponding capacity gaps. It therefore details the capacity support requirements to fully implement the devolved functions. It aims to determine the capacity levels, which have to be put, and mechanisms and structures including human resources for the full implementation of the devolved function in order to offer effective services delivered to the citizens.

Types of indicators

Indicators are factors or variables that provide a simple and reliable means to measure achievement, reflect the changes, connected to an intervention, or help assess the performance. Indicators therefore define a measure of change at all levels of the results framework. Indicators ensure evidence-based decision-making. Indicators should be developed for all levels in the results chain. This means that indicators are needed with respect to inputs, activities, outputs, outcomes, and goals. Progress needs to be assessed at all levels to provide feedback on areas of success and in areas where improvement may be required. Suggested indicators are already defined in this framework, it is recommended that they be revisited periodically to find out if they meet the

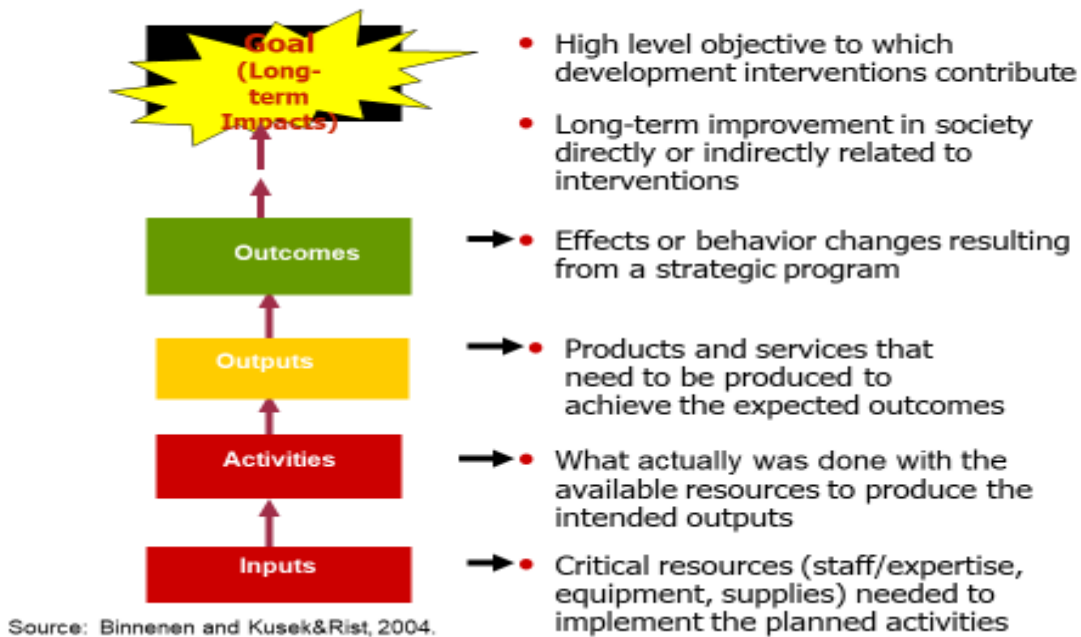
performance assessment criteria. Where possible, it is preferable to use the standard indicators.

Setting indicators to measure progress with inputs, activities, outputs, outcomes and goals is important in providing necessary feedback to the county management. It will help the top leadership and senior management staff to identify areas that are achieving and those not are not achieving results as planned.

The Performance indicators should be Specific, Measurable, Achievable, Realistic and Time bound (SMART) the more precise, coherent the indicators, the better focused, and useful the measurement strategies will be. Performance indicators should be as specific, direct, and unambiguous as possible. Indicators are qualitative or quantitative. Quantitative indicators are reported in terms of a specific number (number, mean, or median) or percentage.

Qualitative indicators/targets imply qualitative assessments. A qualitative indicator will measure perception, such as the level of empowerment and that of local government.

The Results Chain



The Results Chain



Where applicable the framework will also measure public expenditure through the process to the impacts and determine whether investments are realising desired outcomes and impacts sustainably. The Four Es Economy, Efficiency, effectiveness and Equity dimensions for VfM analysis and relate closely to a programme's results chain will be utilised.

The performance assessment process will not just be limited to numbers and metrics but will also assess compliance with processes and guidelines stipulated in the legal framework

Choice of Performance assessment Indicators

This framework details the capacity indicators by which a function will be assessed against the capacity requirements for the full and effective implementation of every devolved function. It also provides capacity requirements benchmarks for selected functions being the accepted international and or national standards.

A systematic process of selecting indicators in the first phase starting with input and process indicators will be employed with the aim of ascertaining whether the necessary basic requirements exist for a function to be said to be performed. Upon ascertaining this,

output indicators will be employed while productivity metrics will be introduced later to allow room for continuous improvement.

CIMES, although an M&E tool, will ride on the same data and information architecture that the DPRF will leverage. The major differences are in the M&E element as well and the scope of the 14 devolved functions under the DPRF. It is therefore recommended that both CIMES and the DPRF either ride on an integrated platform or collaborate to avoid the multiplicity of reporting requirements (reporting burden) and also to avoid data inconsistencies due to multiple reporting requirements and channels.

Determination of support requirements

The performance assessment will provide data on support requirements. The national and county government will follow a systematic approach in providing support and in building the capacity to enhance performance.

The capacity building process will entail the assessment, developing Capacity Building plans, implementation of capacity building interventions and monitoring and evaluation.

As provided in the National Capacity Building Framework II, the following modalities may be employed to address the gaps identified;

- i. Developing Policies, guidelines and regulations: Making available all existing policies, regulations and operational guidelines relating to a function;
- ii. Systems' development and rollout: improvements in the existing systems by introducing Innovations, redesign and new systems;
- iii. Conducting Structured Learning: Class Room based face-to-face training by subject matter experts and workshops for detailed knowledge support;
- iv. Technical Assistance and on Job learning - on-the-job support by a technical expert/specialist;
- v. Learning and knowledge exchange Platform: Learning from other counties /institutions with the required experience; and
- vi. Equipment provision: provision of Plant, machineries and other equipment required by the devolved units are to enhance efficiency in service delivery.

Steps in performance assessment and support;

Step I: Select key indicators to assess

Step 2: Obtain baseline data on selected indicators

Step 3: Identify the capacity gaps

Step 4: Develop and implement capacity building plans and interventions

Step 5: Undertake assessment

Step 6: Report on the findings

Step 7: Sustain the assessment within the Framework

Identified Thematic Areas

The framework identifies the following fifteen thematic areas;

SNO	THEMATIC AREAS
1.	Health
2.	Agriculture
3.	County public works, transport
4.	Pre-primary education, village polytechnics, home craft centres and childcare facilities.
5.	Trade development and regulation
6.	County planning and development
7.	Natural resources and environmental conservation
8.	Cultural activities, public entertainment and public amenities
9.	Firefighting services and disaster management.
10.	Control of drugs

11.	Civic education and public participation
12.	Public Finance, planning M&E
13.	Human Resource Management
14.	Automation
15.	Governance, oversight and legislation

CHAPTER THREE: THEMATIC AREAS

Devolution performance Results framework is a comprehensive guide indicating necessary requirements that ensure that each devolved function is performed effectively and efficiently. The framework is twofold. First, it presents a list of sufficient capacity requirements for the effective implementation of every devolved function. Secondly, It provides, capacity and performance indicators, where applicable, international and national performance standards and the means of verification. Further the framework provides additional (enabler) thematic areas that address the environment in which services are offered. Given the distinction of the roles of each level of government in the implementation of devolution, a guidance on how to bring the two levels of government in determining the performance of devolution is provided.

HEALTH

The Kenya Constitution provides an overarching legal framework to ensure a comprehensive right based approach to health services delivery. It provides that every person has a right to the highest attainable standard of health, which includes reproductive health and medical emergency care. According to World Health Organization, Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. To this effect, the health thematic area addresses itself to the provision of services by the government geared towards ensuring physical, mental and social well-being of the citizens. Provision of services includes the development and management of both human resources and health care facilities, policy, legal and regulatory framework work as well as the quality health care services offered to those in need.

Being a devolved function, the two levels of government have distinct roles in the provision of health services in Kenya. The National Government is in charge of National Referral Health Services, Health Policy and Capacity building and technical assistance to the Counties. The County governments are in charge of County health facilities and pharmacies, Ambulance services, Promotion of primary health care, Licensing and control of undertakings that sell food to the public, veterinary services (excluding

regulation of the profession), Cemeteries, funeral parlours and crematoria and refuse removal, refuse dumps and solid waste disposal.

The Health function will be assessed through the following areas: -

Health Administration : Health accessibility; promotion of preventive health care; reproductive health care ;curative heath care that include Provision of basic amenities, outpatient services, specialized services, pharmacy services, laboratory services ,Maternity Services, New-born Health Services, In Patient Services, ,Critical Care Services, Dental Health Services, Radiology Services, Renal Services, Ent, Eye Care, Rehabilitative Services and Mortuary Service, Accident And Emergency Services; Health Workforce. Budget Allocated

a) Preventive health care services:

Preventive health care is any action taken to keep people healthy and well and prevent or avoid risk of poor health, illness, injury and early death. The UHC Policy gives direction towards ensuring significant improvement in the overall status of health in Kenya in line with the bottom-up economic transformation model of promoting health care services, the Constitution of Kenya 2010, Kenya Health Policy 2014-2030, Kenya Vision 2030, regional and global commitments. Traditional medical care focuses on improving health by identifying and treating health problems that have already produced symptoms or complications. In contrast, preventive health care focuses on preventing health problems from occurring. Preventive care also focuses on diagnosing problems before symptoms or complications develop, when the chances of recovery are greatest. When done well, prevention improves overall health and reduces health care costs.

The general goal of prevention is to reduce a person's likelihood of becoming ill or disabled or of dying prematurely. Preventive medical care is not a case of "one size fits all." Specific goals are developed by and for each person. Specific goals depend heavily on a person's risk profile—that is, the person's risk of developing a disease based on such factors as age, sex, genetic background, lifestyle, and physical and social environment.

b) Reproductive care services

Reproductive health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity, in all matters relating to the reproductive system and to its function and processes.

Sexual and reproductive health is not only about physical wellbeing but also the right to healthy and respectful relationships, health services that are inclusive, safe and appropriate, access to accurate information, effective and affordable methods of contraception and access to timely support and services.

Every person has a right to assisted reproduction. The National government shall collaborate with county governments in the provision of affordable, accessible, acceptable and quality assisted reproduction services. The national Reproductive Health Policy 2022-2032, reflects on the commitment of the Government of Kenya to all persons in need and requiring reproductive services of the highest standard.

c) Curative health care

1. Basic Amenities

Basic amenities relate to the extent to which the physical conditions of a health facility provide favourable conditions for delivery of healthcare services. These amenities formulate the prerequisite fundamental requirements for functionality of healthcare facilities.

Basic amenities include

- i. Availability of adequate, legible and accurate signage to the facility,
- ii. Water supply - availability of reliable water source
- iii. Power source - availability of a reliable power source
- iv. Disability-Friendly Infrastructure-; ramps/lifts, wheelchair, disability friendly washrooms and disability friendly maternity beds
- v. Electronic Health Information System (EHIS)- Program service specific and Integrated/End-to-end system
- vi. Access to an ambulance service

2. Basic Outpatient Services

Basic outpatient services range from health promotion, disease prevention, treatment of both communicable and non-communicable diseases, rehabilitative and palliative services. The scope of basic outpatient services include; referral mechanisms; management of communicable conditions; maternal child health; management of non-communicable conditions; minor surgical services; immunization; basic laboratory; outreach services; general emergency services; maternity services; emergency obstetric care; mental health; dental services and rehabilitative services.

Requirements for Basic Outpatient Services

Capacity indicator	Item description
Services	Immunization services, Maternal Child Health/Family Planning (MCH/FP) Management of Communicable Diseases (HIV/AIDS, TB, Upper Respiratory diseases, Diarrhoea), Management of non-communicable Diseases (Diabetes, Hypertension), Obstetric & Gynaecological management services General Emergency Services including Trauma, Minor Surgical services
Human Resource	(Any of) Nurse, Clinical officer, medical officer
infrastructure	1 Consultation or Treatment room; Hand wash basin with running water and soap
Equipment	Weighing scale, Stadiometer, Blood pressure machine, Pulse oximeter, Thermometer, Stethoscope, an examination couch covered with mackintosh, A privacy screen, An updated and well stocked emergency tray Examination light, Drip stand, Pedal bins, Oxygen cylinder and flow meter/oxygen concentrator

3. Specialized Services

Specialist medical/dental practitioners, usually through referral from primary health care providers, provide specialized health services. The following are the specialized health services;

Check list for specialized services

Specialized service	Human resource need	Infrastructure required	Equipment required
1. Specialized paediatric services	Paediatrician	A Consultation or Treatment room Hand wash basin with running water and soap	Basic equipment as defined in basic out-patient services
2. Internal medicine	Physician		
3. General surgical	General surgeon		
4. Obstetric services	Obstetrician		
5. Gynaecologic services	gynaecologist		
6. Orthopaedic – including club foot clinic	Orthopaedic surgeon		
7. Cardiology	Cardiologist		
8. Neurology	Neurosurgeons or Neurologist		
9. Chemotherapy Medical Oncologist	Medical Oncologist		Basic equipment as defined in basic outpatient services
	Oncology pharmacists		
10. Radiotherapy	Radiotherapy Clinical/Radio-oncologist		PET Scan Radionuclide scan
	Nuclear medicine Physicist	Radiotherapy bunkers.	
11. Surgical oncology	Surgical oncologist	Isotope therapy isolation rooms Brachytherapy suite	
12. Organ transplant	General surgeon		Basic equipment as defined in basic out-patient service

4. Pharmacy Services

Availability of drugs and non-pharmaceutical commodities is critical for effective quality and complete care, especially in primary facilities. The following are the checklist;

Pharmacy services	
Pharmaceutical commodities -Drugs	non-pharmaceuticals items
Olanzapine ,Fluoxetine ,Midazolam Injection 5mg/ml, 3ml Premixed Insulin ,Loratadine Tablets, 10mg Soluble insulin ,Carbamazepine 200mg ,Amlodipine 5mg ,Benzyl penicillin Injection 5 MU, Benzyl penicillin Injection 1 MU, Magnesium Sulphate Injection, Chlorhexidine gel, 7.1%, Metformin 500mg ,Oxytocin Injection 10 I.U. ,Gentamicin Injection, 40mg/2ml ,Amoxicillin Dispersible Tablets, 250mg Paracetamol Syrup/Suspension, Sodium hypochlorite solution 4-6% ,Nystatin oral suspension 100IU/ml Tetracycline Eye Ointment, Amoxicillin Capsules, 500mg Adrenaline Injection 1mg/ml ,Metronidazole Tablet, 400mg, Sodium chloride, 0.9% (isotonic),ORS Co-Pack, Hydrocortisone Injection 100mg,Albendazole Tab. 400mg ,Paracetamol Tablets 500mg	Nasal Prongs for Oxygen, Suction Catheter with Solusets for Fluids Maternity Pad, 26cm x 9cm x 1cm Catheter, Foley's, 18FG 30mL 2-way Cord Clamp Suture Polyglactin 2/0, Surgical Blade with Handle, Autoclaving Tape, 3/4" Suture Nylon No.2/0,3/8, IV cannula 20G Bandage, Cotton, IV cannula 18G Cotton Wool, IV infusion Giving, Gloves, Surgical, Cotton Gauze Plain, Zinc Oxide Strapping, Syringe 2mL +... Syringe 5mL +... Safety Boxes... Gloves, Latex

5. Laboratory Services

All facilities offering comprehensive services (non-stand-alone) are expected to have laboratories suitable for their level of care.

Laboratory services are either basic or comprehensive.

The capacity indicators used to assess readiness to provide laboratory services be summarized in table below;

Capacity indicators	Indicator description
Services	Basic Laboratory Services Availability of malaria test, urinalysis, blood glucose, urine test for pregnancy, TB, HIV, full hemogram, stool for ova and cyst)
	Comprehensive Laboratory Services Availability of malaria test, urinalysis, blood glucose, urine test for pregnancy, TB, HIV, full

	hemogram, stool for ova and cyst; Blood creatinine; blood typing and cross matching; Culture and sensitivity; Biochemistry; lipid profiles; Molecular testing
Human Resource	Laboratory Technologist/ Medical Laboratory Technician
Infrastructure	Specimen collection area, Cold room, Hand wash basin with running water and soap

6. Maternity Services

Delivering quality maternal and newborn care, minimizes morbidity and mortality by addressing delays in seeking skilled care, reaching appropriate facilities, and receiving emergency care. The facilities offering maternity services, offer basic and comprehensive maternity services is recommended based on the service availability, equipment and human resource availability.

The capacity indicators used to assess readiness for maternity services are summarized in table below;

Capacity indicator	Requirements
Basic Maternity Services	
Services	Basic-assisted vaginal deliveries; emergency obstetric care
Human Resource	Nurses; clinical officer or medical officer
Infrastructure	Consultation room; post-natal ward; Hand wash basin with running water and soap
Equipment	Delivery bed; Maternity or post-natal beds; vacuum extractor; delivery packs, Emergency tray, source of oxygen
Comprehensive Maternity Services	
Services	Caesarean section; blood transfusion; assisted vaginal deliveries; emergency obstetric care
Human Resource	Nurses; clinical officer or medical officer
Infrastructure	At least one theatre or maternity theatre, post-natal ward; Hand wash basin with running water and soap
Equipment	Delivery bed; Maternity beds; vacuum extractor; access to a blood bank; delivery packs, Continuous Positive Airway Pressure (CPAP) Machine, source of oxygen

7. Newborn Health Services

In order to improve the survival of newborns, it is essential that health facilities have newborn units that can provide high quality immediate newborn care at birth.

The capacity indicators used to assess readiness for newborn health services are summarized in table below;

Result area	Requirements
Services	Newborn unit as proxy to the newborn services
Human Resource	Paediatrician, Medical officer, Nurse
Infrastructure	Newborn unit
Equipment	Incubator, Neonatal cots, Phototherapy machines, Resuscitative, Suction machine Ambu bags, CPAP

8. In-Patient services

These are services required for clients who may require longer-term care, health interventions or monitoring. Majority of the health facilities in Kenya are primary health facilities offering outpatient consultations and referring cases that require admission to secondary care hospitals.

The capacity indicators used to assess readiness for inpatient health services are summarized in table below;

SERVICES	HUMAN RESOURCE	INFRASTRUCTURE	EQUIPMENT
Medical ward for medical inpatient services	Medical officer/physician, Nurse	Either medical male ward or medical female ward, sluice room, hand wash basin, Toilets/ sanitary facilities	Inpatient beds excluding delivery beds, Oxygen, Suction machine
Surgical ward for surgical inpatient services	Medical officer, General Surgeon, Nurse	Either surgical male ward or surgical female ward, sluice room, hand wash basin, Toilets/ sanitary facilities	
Paediatric ward for paediatric inpatient services	Medical officer/paediatricians, Nurse	Either Paediatric medical or paediatric surgical ward, sluice room, hand wash basin, Toilets/ sanitary facilities	
Orthopaedic ward for	Orthopaedic surgeon, medical	Orthopaedic wards, sluice room, hand	

SERVICES	HUMAN RESOURCE	INFRASTRUCTURE	EQUIPMENT
orthopaedic services	officer, nurse	wash basin, Toilets/ sanitary facilities	
Gynaecological ward for gynae inpatient services	Gynaecologist, Medical officer, Nurse	Gynaecological ward, sluice room, hand wash basin, Toilets/ sanitary facilities	
Psychiatry services	Nurse, Psychiatrist, Medical officer	Psychiatry ward, sluice room, hand wash basin, Toilets/ sanitary facilities	
Oncology services	Oncologist Specialist, oncology Nurse	Oncology ward, sluice room, hand wash basin, Toilets/ sanitary facilities	
Burns Unit/ward	Medical officer, General Surgeons, nurse	Burns Unit, sluice room, hand wash basin, Toilets/ sanitary facilities	
Isolation ward	Nurse, Medical officer/physician/clinical officer	Isolation Ward, sluice room, hand wash basin, Toilets/ sanitary facilities	

Inpatient beds include Cots, Emergency Casualty beds, High Dependency Unit (HDU) Beds, Maternity Beds, Delivery Beds, Isolation Beds, ICU Adults beds and ICU Pediatric beds.

9. Critical Care Services

Critical care is the medical care provided to patients that are critically ill with life-threatening injuries or illnesses. The provision of critical care services focus on the availability of ICU and HDU services including the availability of the infrastructure and equipment needed to provide critical care.

The indicators used to assess readiness for critical care services are summarized in table below:

Critical care (ICU, HDU)	Human resource	Infrastructure	Equipment
HDU services	Physician, Critical care nurse, medical	Room set aside for Critical Care Nursing station	HDU adult beds HDU cots, Patient monitor, Oxygen source, Infusion

Critical care (ICU, HDU)	Human resource	Infrastructure	Equipment
	officer		pump, Ripple mattress, Emergency trolley
Functional ICU as a proxy to ICU service	Physician, Critical care nurse, medical officer	Hand wash basin with running water and soap	ICU adult beds, ICU cots, Patient monitor, Piped Oxygen Supply, Infusion pump, Ripple mattress, Emergency trolley, CPAP,
Theatre services	General Surgeon Theatre Nurse Anaesthesiologist /CO Anaesthetist	Functional theatre (at least one) pre-operative area & post-operative area Receiving area has adequate lighting Staff scrub area; Sluice room Hand wash basin with running water and soap	Backup oxygen

10. Dental health services

Dental services require the requisite human resource, adequate infrastructure and dental equipment needed to provide the services.

Dental services	Human resource	Infrastructure	Equipment
Extractions	COHO/Dentist	Consultation/extraction room	
Fillings	Dentist/conservative dentist	Conservative room	Fixed chair/mobile chair; Extraction forceps
Full mouth scaling	Dentist/periodontist	Hand wash basin with running water and soap; Periodontics room	Dental chair; restorative set
Root canal treatment	Dentist/endodontist	Endodontic room	
Dentures	Dental/prosthodontist	Prosthetic room; dental lab	
Dental implants	Periodontist		
Disimpactions	Dentist/Maxillofacial surgeon	Consultation room	
Intermaxillary fixation	Dentist/Maxillofacial surgeon	Minor Theatre	

Dental services	Human resource	Infrastructure	Equipment
Age assessment	Dentist		
Major surgical procedures	Maxillofacial surgeon and pathologist	<ul style="list-style-type: none"> • Theatre • Hand wash basin with running water and soap; • Periodontics room 	
Minor surgical procedures	Dentist		Surgical kit

11. Radiology Services

Radiology services are useful tool in the screening, diagnosis and management of various health conditions including maternal-child health, infectious and non-communicable diseases.

Items needed to provide radiology services;

Radiology	Human resource	Infrastructure	Equipment
Basic Radiology services (X-ray; Ultra sound)	Radiographer Sonographer	Radiology Unit Dark room	Ultrasound machine X-ray machine either fixed or portable
Comprehensive Radiology services (X-ray; Ultra sound; CT Scan; Fluoroscopy; MRI Mammography; Endoscopy; OPG; IOPA)	Radiographer Sonographer Radiologist	Radiotherapy bunkers Radiology Unit Dark room	Ultrasound machine X-ray machine, either fixed or portable, CT scan slicer, OPG machine, IOPA machine, Endoscopy tower MRI(3T)
Specialized radiology services; (, PET scan; Radionuclide scan)	Radiologist Nuclear medicine physician	Radiology Unit, Dark room Radiotherapy bunkers	PET scan machine Radionuclide scan machine

12. Renal Services

Increase in the burden of Non communicable diseases is associated with kidney failure as a result there is an increase in the demand for renal services (diagnosis, management and treatment of complications for patients with kidney impairment and/or disease). For as facility to provide renal services the capacity indicators are;

Items needed to provide renal services

Domain	Tracer Items
Services	Dialysis (Renal) services
Human Resource	Physician/Nephrologist, Medical Officer, Nephrology nurse
Infrastructure	Consultation room, Treatment room, Isolation room, Dialysis arrow water plant Room, Hand wash basin with running water and soap
Equipment	Dialysis bed, Dialysis machine, Oxygen Source, ECG, Suction Machine, Defibrillator Endotracheal tubes, Laryngoscope, Bag valve mask

13. ENT, eye care, rehabilitative services and mortuary service

To manage preventable morbidity and mortality related to trauma, communicable and non-communicable diseases access to ophthalmology (eye), ear, and nose and throat health services is essential.

Rehabilitative health services are also critical for re-skilling or restoring abilities that may have been lost due to illness and injury such as that those that follow trauma, cardiovascular events such as stroke or even childbirth. This aims to restore dignity, independence as well as continuation of activities of daily living, learning, social and economic engagements.

Mortuary services that are required after mortality events. These are closely associated with pathology services in the context of post-mortems to query cause of death. These are critical to augment morbidity data that is critical for facility level, sub-national as well as national level planning for health systems strengthening.

Items needed to provide ENT, Eye care, rehabilitative services and mortuary services

Domain	ENT tracer Items
Services	ENT unit as a proxy to ENT services
Human Resource	ENT surgeon
Infrastructure	Audiology room, Minor Theatre, Operating Theatre, Ear Mould lab, Hand wash basin with running water and soap
Equipment	Audiometry Set, Auto scope

Domain	ENT tracer Items
Domain	Eye care tracer Items
Services	Eye unit as a proxy to eye services
Human Resource	Nurse-ophthalmology, Optometry technologist (HD)/ Ophthalmology/ Ophthalmologist
Infrastructure	Consultation, Procedure room, Glazing Room, Operating Theatre, Refraction room Hand wash basin with running water and soap
Equipment	Slit Lamp, Ophthalmoscope, Retinoscopy, Tonometer, Keratometer, Trial Frames (for both adults and children), Foreign body Remover/scoop
Domain	Rehabilitative services tracer Items
Services	Physiotherapy
Human Resource	Physiotherapist
Infrastructure	Consultation room, Treatment room, Recreation room, Devices fabrication room Hand wash basin with running water and soap
Equipment	Parallel bar, Standing aid, Exercise mat, Hand therapy devices, Squeeze balls
Domain	Orthopaedic Therapy tracer Items
Services	Orthopaedic Therapy
Human Resource	CO orthopaedics /Orthopaedic technologist/ Orthopaedic trauma technologist
Infrastructure	Consultation room, Orthopaedic trauma unit, Orthopaedic technology workshop Prosthetic area, Hand wash basin with running water and soap
Equipment	

14. Accident and emergency services

Accident and emergency are vital and critical services that prevent loss of life and initiate action towards restoration of normal healthy life. The tracer indicators used to assess readiness for emergencies services include;

- Availability of an accident and emergency unit
- Referral mechanisms
- Access to an ambulance (BLS or ALS)

Infection prevention and control (IPC)

Infection prevention is paramount to both the patients and health care providers and a critical part of quality and safety. The capacity indicators used to assess IPC are;

- Availability of incinerator/microwave
- Waste management contract with a company approved by NEMA
- Availability a secured holding area for medical waste
- Availability of safety boxes at all relevant service points
- Medical waste segregated into 3-color coded bin
- Availability segregation of medical waste
- Availability of SOP for waste management
- Availability of IPC guideline/Hygiene protocol

Health Workforce

It is essential to have the required health workforce in terms of numbers and required skills to deliver health services and meet the dynamic disease burden. There are various cadres within the health workforce including nurses, medical doctors, dentists, pharmacists, clinical officers, laboratory staff and rehabilitative staff within which groupings there are also sub-specializations to meet client health needs.

Health Indicators

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
1	County health services	County health facilities and pharmacies;	<p>A). No. of CHMT supportive supervision visits to county facilities.</p> <p>B). Availability of essential drugs in county facilities</p> <p>C) No of sub-county supportive supervision visits to county facility</p> <p>D) No. CHMT supportive supervisory visits to the Sub County Teams</p>	<p>A) The support supervision will be conducted on a quarterly basis</p> <p>B) As guided in the essential drug list.</p>	<p>A) Supervision report.</p> <p>B) Inspection Tools</p> <p>C)Medicines and therapeutic community reports</p> <p>D)Kenya Essential drug list 2023</p>
			Core health workers density in the county	23/10000	Human Resource Inventory Health Facility Census Report

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Ambulance services	<p>No. of functional ambulances per sub county</p> <p>No. of functional ambulances per sub county (equipped and mobile)</p> <p>Percentage of facilities Accessing functional Advanced Life Support (ALS) ambulance services</p>	<p>Ambulance that meets all the laid down specs in terms of type of van, height, turning radius and well equipped to handle emergencies</p> <p>Every facility in levels 4, 5 and 6 should have an ambulance</p>	<p>A) Procurement report</p> <p>B) Kenya Emergencies care policy 2020-2030</p>
		Promotion of primary health care	A) Percentage of Community units that are functional.	(A) Each county executive committee member shall, subject to subsections (2) and (3) and by notice in the Gazette, establish a primary health care network at the sub county level. (2) A primary health care network shall serve a catchment population as shall be	<p>A) County Reports</p> <p>B) County staff inventory</p> <p>C)Primary health care Act 2023</p>

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
			B) No. of Community Health Promoters offering preventive, promotive services.	determined by the county primary health care advisory committee. B) Community health care services commence at the household. (2) The Community health care services referred to in subsection (1) include— (a) health education and promotion; (b) disease prevention and control to reduce morbidity, disability and mortality;	
		Licensing and control of undertakings that sell food to the public	Percentage of food outlets inspected and Licenced	Adherence to the laid down rules and regulation outlined in the Act	A) Inspection reports B) Public Health Act
		Cemeteries and Crematoria	Percentage of non-public cemeteries and crematoria inspected	As outlined the Public Health Act	A) Inspection reports B) Public health Act

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
			Percentage of non-public cemeteries and crematoria licensed		
		Funerals and Parlours	Percentage of non-public funeral parlours inspected		
			Percentage of non-public funeral parlours licensed		
		Refuse removal, refuse dumps and solid waste disposal.	<p>Percentage of functional Infection Prevention and control committees.</p> <p>No. of hospital waste management facilities (incinerator, burning chambers and placenta pit</p> <p>No. of designated removal, dumping and waste segregation points within the county</p>	Adherence to the laid down regulations under the Act	<p>A) Committees' meetings minutes(quarterly)</p> <p>B) Public health Act</p>

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
			No. of hospital waste management facilities (incinerator, burning chambers and placenta pit)		
		1.Promotion of Social Health Insurance	1. Percentage of the population registered with Social Health Insurance.	All Kenyans and foreigners in Kenya must register and participate in the Social Health Insurance Fund (SHIF).	A) SHA data base
		2.Improvement of facility financing	Domestication of FIF Act as per the	Ensuring the effective collection and retention of facility improvement financing revenue by the public health facility	B) Facility Improvement Financing Act 2023

AGRICULTURE

The Agricultural Sector continues to be a key economic and social driver of development in Kenya's Vision 2030 and Sustainable Development Goals (SDGs). The Constitution of Kenya under the Bill of Rights provides for the "right to food of adequate quality and quantity at all times for all". This right is a clear mandate and requirement, which must be given priority to ensure food safety, food security and nutrition even as we pursue other equally important objectives of reducing poverty and generating employment.

The agricultural sector contributes approximately 33 percent of Kenya's Gross Domestic Product (GDP). The agriculture sector employs more than 40 percent of the total population and 70 percent of the rural population. More than 75% of the country is dominated by agriculture of which it is largely dependent on rain therefore being the biggest casualty of climate change shocks.

Livestock plays an important economic and sociocultural role among many Kenyan communities. The sub-sector employs 50% of the agricultural labor force and over 10 million Kenyans living in the Arid and Semi-Arid Lands (ASALs) derive their livelihood largely from livestock. The value of livestock and livestock products increased from KES 146.8 billion in 2018 to KES 147.9 billion in 2019 (KNBS, 2020). About 60% of Kenya's livestock herd is found in the ASALs, which constitute over 80% of the country.

Fisheries are a major source of income, food, employment and foreign exchange earnings in Kenya. We have both natural fisheries resources in the fresh inland water bodies and the Indian Ocean as well as farmed fish from our growing aquaculture systems. Kenya's annual fish production is valued at approximately KES. 22 billion at ex-vessel price. Inland capture fisheries (fresh water) contributed 111,814 tonnes (83%) of fish valued at KES. 18.58 billion while marine capture fisheries contributed 23,286 tonnes (17%) valued at KES. 4.38 billion (KNBS, 2018). There is need to sustainably manage the fisheries of Lake Victoria and Lake Naivasha and, invest in the development of unexploited fisheries of Lake Turkana, the Exclusive Economic Zone (EEZ) of the Indian ocean and aquaculture. The aqua- culture potential in the country is estimated at 1.4 million ha of which only 2% is exploited.

The Fourth Schedule of the Constitution of Kenya devolved the agriculture function to county government. It transferred the following key components of agriculture; crop and animal husbandry, livestock sale yards, county abattoirs, plant and animal disease control, and fisheries. The Agricultural Policy, capacity building, norms and standards were the only functions left for the National Government.

Agricultural productivity has stagnated in recent years with smallholder farmers and agricultural enterprises continuing to face challenges in growing their businesses and improving the quality of agricultural goods. There is need to enhance agriculture-led economic growth, improve nutrition outcomes, strengthen county government capacity, increase resilience, and build sustainable market systems.

To achieve this, there is need to have a performance assessment framework to assist in assessment, evaluation and determination of gaps in the sector.

Performance standards references

At the Second Ordinary Assembly of the African Union in July 2003 in Maputo, African Heads of State and Government endorsed the “Maputo Declaration on Agriculture and Food Security in Africa” (Assembly/AU/Decl. 7(II)). The Declaration contained several important decisions regarding agriculture, but prominent among them was the “commitment to the allocation of at least 10 percent of national budgetary resources to agriculture and rural development policy implementation within five years”.

Today, over 100 standards have been adopted for the purpose of facilitating international trade. United Nations Economic Commission for Europe (UNECE) international commercial quality standards cover a wide range of perishable products, including fresh fruit and vegetables, dry and dried produce, seed potatoes, eggs and egg products, meat and cut flowers.

COP 28 UAE Declaration on Sustainable Agriculture, resilient food systems and Climate Action.

The UN SDG no. 2 focuses on ending hunger, achieve food security and improved nutrition, and promote sustainable agriculture on the contrary high food prices continue to plague many nations.

The Kenya National frontline extension staff: farmer ratio is 1:2000 against the internationally recommended ratio of 1:400.

According to the County Integrated Monitoring and Evaluation System (CIMES) handbook, Agriculture sector has the following indicators;

- Cost of fertilizer inputs
- Number of livestock (percentage change) showing breakdown by kind.
- Crop production (key crops in tonnes)
- Rural market prices of main crops by type of crop

The Devolution result framework will guide in the assessment of service delivery in the devolved functions. The indicators considered in this framework are based on national and international standards.

Agriculture Indicators

S/N	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
	Crop husbandry;			
	Crop enterprises (types)	No. of prioritized crop types		Reports on crop types
	Crop acreage	No. of acres under various crops		Reports on crop acreage
	Productivity by unit area	No. of bags per acre, kilograms per acre	SDG No. 2 Agriculture Policy	Reports and data on No. of bags/ kilograms per acre
	Agricultural extension staff farmer ratio	No. of farmers per staff	1:400	Report on no. of staff to farmer ratio
	Budget allocation for Agriculture Sector	Allocation of 10% of the total budget to Agriculture Sector		Budget Report
	M& E	No. of M&E reports		M &E Reports
	Programs and projects	No. of programs and projects being implemented in the county		Implementation Reports and Reports

S/N	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
				site visits
	Agricultural extension activities Agricultural tour	No. of agricultural shows done No. of field days conducted No. demonstrations done No. AFTC farmers trainings conducted No. of Agricultural tours done	Agriculture Policy	Reports
	AFTC and rural technology development units	No. of established AFTCRTDUs	Agriculture Policy	Reports, site visits and photographs
	Disease and pest control programs	No. of disease and pest control programs undertaken	Agriculture Policy	Reports
	Agro processing and value addition programs/ groups	No. of groups/ associations undertaking agro processing and value addition		Reports photographs
	Agricultural markets	No. of operational physical agricultural markets established No. of Agricultural Produce	Agriculture Policy	Reports Photographs

S/N	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
		Market Linkages		
	Input support program	No. of input support programs implemented No. of farmers benefiting from input support program	Agriculture Policy	Reports List of beneficiaries
	Agricultural finance/ credit	No. of agricultural finance and micro finance institutions serving the counties No. of farmers accessing credits	Agriculture Policy	List of financial institutions
	Agricultural insurance	No. of crop enterprises under agricultural insurance program		Reports
	Soil, water and environmental conservation projects	No. of projects in soil, water and environmental conservation		Reports Photographs
	Agricultural documentation centre	No. of agricultural documentation centres		Reports Photographs
	Agricultural incubation centres	No. of agricultural incubation centres in the counties		Reports Photographs
	Agricultural SME support	No. of agricultural SME support programs	Kenya Vision 2030	Reports

S/N	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
	programs			
.	County Industrial and Aggregation Parks	No. of County Industrial and Aggregation parks established		Reports Photographs
.	Policy instruments	No. of policy instruments adopted by counties		Reports Documents
.	Youth in agriculture program	No. of youths and youth groups participating in agriculture		Reports Photographs
.	Fruit tree nurseries	No. of registered fruit tree nurseries established		Reports Photographs
.	Value chain-based organizations (VCBs)	No. of VCBs registered		Registration certificates
.	Agricultural cottage industries	No. of cottage industries		Reports Photographs
.	Agricultural demonstration plots	No. of demonstration plots		Reports Photographs
.	Farmer profiling and mapping (digitalization)	No. of farmers registered		List(data) of farmers in the platform

S/N o	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMA NCE STANDARD IF ANY	MEANS OF VERIFICATI ON /SOURCE OF DATA
.	Animal Husbandry			
.	Livestock sale yards	<ul style="list-style-type: none"> -No. of Designated livestock sale yards of different classes -Known livestock market days of the week -No. of County specific livestock movements permit issued 	Agriculture Policy	Reports Photographs Reports Reports
.	County abattoirs	<ul style="list-style-type: none"> ● Number of inspected and licensed slaughter facilities ● Number of functional slaughter facilities ● County slaughter figures 		Reports
.	Animal diseases surveillance and control	<ul style="list-style-type: none"> ● Relevant technical staff establishment levels at the County ● Budgetary county allocations and facilitations levels ● Animal diseases occurrence rumour register at the county 	Agriculture Policy	Reports

S/N o	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMA NCE STANDARD IF ANY	MEANS OF VERIFICATI ON /SOURCE OF DATA
		<ul style="list-style-type: none"> • County Vaccination figures • Public sensitisation on Zoonotic Diseases and Trade Sensitive Animal Diseases 		
.	Animal breeding	<ul style="list-style-type: none"> • Number of County Artificial Insemination (AI) Figures annually • County herd /flock profile 	Agriculture Policy	Reports
.	Veterinary public health	<ul style="list-style-type: none"> • Implementation of residue monitoring plans and AMR surveillance; • Capacity building and technical support received at counties on food safety standards; • Inspection and licensing of animal products handling facilities; 	Agriculture Policy	Reports
.	Veterinary laboratory and diagnostic services	<ul style="list-style-type: none"> • Number of samples submitted to Regional Veterinary Investigation Laboratories from the 		Reports

S/N	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
		Counties annually		
.	<ul style="list-style-type: none"> • Livestock Masterplan (LMP) Development and Implementation 	<ul style="list-style-type: none"> • Updated Livestock Resources and Infrastructures data along the value chains • Countrywide and Regional Livestock Sector Value Chain Investment Plans • Monitoring LMP Implementation and investment uptake 	Agriculture Policy	Database, dashboard and reports Reports
.	<ul style="list-style-type: none"> • Livestock Research Agenda (LRA) 	<ul style="list-style-type: none"> • No. of LRA adopted and implemented 		Report
.	<ul style="list-style-type: none"> • Livestock Sector Policy Development and Implementation 	<ul style="list-style-type: none"> • Number of Agricultural and Livestock Sector Policies adopted and implemented 		Reports
.	Livestock Intergovernmental Relations and Trade Facilitation	<ul style="list-style-type: none"> • County Governments Relations through CASCOM and JASCCOM 		Reports
.	Veterinary	No. of surveillance on	Agriculture	Reports

S/N	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
	vector control	efficacy trials undertaken No. of functional cattle dips Stability of cattle dips carried out No. of tsetse fly traps set	Policy	
	Veterinary advisory services	Number of IEC materials translated in local dialects	Agriculture Policy	Reports IEC materials
	Hides, Skins and Leather Development	<ul style="list-style-type: none"> • No. of stakeholders trained • No. of Hides and Skins aggregation centres (<i>Bandas</i>) for quality improvement established. • No. of Tanneries and Effluent treatment plants • No. of industry policy and legal framework (Cap 359 & rules and regulations) adopted 	Vision 2030	Reports Report and photographs
	Dairy Value Chain Development	<ul style="list-style-type: none"> • No. of bulk milk coolers installed and operational • No. of Cooperatives given Pasteurizers and 		Reports

S/N o	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMA NCE STANDARD IF ANY	MEANS OF VERIFICATI ON /SOURCE OF DATA
		Milk Analyzers, <ul style="list-style-type: none"> ● No. of milk samples submitted to accredited national dairy laboratory ● No. of metric tonnes of milk produced annually 		
.	Meat Value Chain: Construction of strategic feedlot	<ul style="list-style-type: none"> ● No. of Animal feed centres set up ● No. of Feedlot infrastructure built ● No. of Livestock Watering points documented ● No. of feedlots-based genetics improvement programmes for local cattle, sheep, camel and goats established ● No. of tonnes of meat produced 	Agriculture Policy	Reports
.	Poultry value chain development <ul style="list-style-type: none"> ● Indigenous poultry ● Improved 	<ul style="list-style-type: none"> ● No. of established and equipped breeding units for various breeds ● No. of birds in various categories ● No. of eggs 	Agriculture Policy	Reports

S/N o	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMA NCE STANDARD IF ANY	MEANS OF VERIFICATI ON /SOURCE OF DATA
	poultry <ul style="list-style-type: none"> ● Exotic poultry; ☐ Layers ☐ Broilers 	production per annum		
.	Farmers training in poultry	<ul style="list-style-type: none"> ● No. of trainings of stakeholders 		report
.	Animal Feeds value chain	<ul style="list-style-type: none"> ● Number of strategic feed storage facilities under the cooperative model established ● Acreage of rangeland reseeded and sustained ● No. of quarterly feed balance/assessment surveys conducted 		Reports and data
.	Honey Value Chain Development	<ul style="list-style-type: none"> ● No. of Bee Bulking and Colony multiplication centres established ● Number of apiculture equipment distributed ● No. of apiculture trainings conducted ● No. of periodic Honey quality survey conducted 	Agriculture Policy	Reports

S/N o	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMA NCE STANDARD IF ANY	MEANS OF VERIFICATI ON /SOURCE OF DATA
		and results disseminated to the stakeholders • No. of tonnes of honey processed annually		
.	Fisheries and blue economy			
.	Mainstreamin g blue economy through aquaculture	Number of blue economy initiatives mainstreamed	Agriculture Policy	Reports
.	Development and maintenance of fish landing sites	Number of fish landing sites operationalized and maintained		Reports
.	Operationaliza tion of Beach Management Units Cooperatives	Number of BMUs Coops operationalized		Reports Registration certificates
.	Demarcation of all fish breeding areas and fencing of fish landing stations	Number of fish breeding areas protected		Reports

S/N	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
.	Fish trade licensing and fish movement permits	Number of licenses issued Number of permits issued		Reports
.	Collection of fish production statistics	Number of farmers Number of fish ponds Quantity (tonnes) of fish harvested from ponds Quantity(tonnes) of fish harvested from inland waters Quantity (tonnes) of fish harvested from marine waters	Agriculture Policy	Reports Data
.	Enforcement of fisheries regulations and compliance with management measures	Percentage of fish actors in compliance with Regulations	Agriculture Policy	Reports

S/N o	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMA NCE STANDARD IF ANY	MEANS OF VERIFICATI ON /SOURCE OF DATA
.	Implementatio n of fisheries policy, fisheries management measures and regulation and limiting access to fishing	Number of policies domesticated Number of county specific fisheries management plans developed Number of fisheries regulations domesticated Percentage of adherence to access control measures		Reports
.	Zonation for aquaculture- county specific disease control	No. of aquaculture disease control zones established	Agriculture Policy	Reports
.	Extension services	Number of farmers trained Number of trade shows/exhibitions/demons trations Number of technical officers employed Adoption rate of sustainable aquaculture practices	Agriculture Policy	Reports
.	Up-scaling sea weed, fin fish and crustacean culture	Area under culture of sea weed, fin fish and crustacean culture Number of farmers doing	Vision 2030	Report

S/N	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
		sea weed, fin fish and crustacean culture Percentage increase in culture of sea weed, fin fish and crustacean culture		
.	County fish seed bulking units	Number of seed bulking units developed		Reports
.	On farm trials	Number of on-farm trials conducted		Reports
.	Development and promotion of fish farming production technologies	Number of technologies promoted Number of technologies adopted		Reports
.	IRRIGATION			
.	County Irrigation Policy development	County specific irrigation policies developed	National Irrigation Policy, 2017	County Irrigation Policy
.	County Irrigation Act development	No. of county specific irrigation Acts developed	Irrigation Act, 2019; Irrigation (General) Regulations, 2021	County Irrigation Act; County Irrigation Regulations; County

S/N	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
				Irrigation Services Strategy
.	Establishment of County Irrigation Development Units (CIDUs)	No. of CIDUs established	CIDU framework	Established and functional CIDUs
.	County Irrigation Masterplan	No. of county irrigation masterplans developed	National Water Masterplan 2030, County irrigation masterplans for Kisumu, Kirinyaga and Baringo counties	County irrigation masterplans
.	Expand area under irrigation	acreage under irrigation increased No. of field visits undertaken	Existing designs and schemes	Feasibility studies reports, Design reports Progress reports Completion and handing over reports;

S/N o	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMANCE STANDARD IF ANY	MEANS OF VERIFICATION /SOURCE OF DATA
				Production data for various enterprises; No. of beneficiaries
.	Irrigation water harvesting and storage	Capacity of harvested and stored water increased No. of field visits done	Existing designs	Feasibility studies reports; Design reports; Progress reports; No. of beneficiaries Completion and handing over reports
.	Capacity building for irrigation water users associations (IWUAs)	No. of Training Needs assessments conducted; No. of trainings conducted	IWUA training modules	Activity reports
79.	Establish county	No. of county IDMIS developed	National IDMIS	County IDMIS

S/N o	SCOPE OF SERVICES UNDER THE FUNCTIONS	PERFORMANCE INDICATORS	PERFORMA NCE STANDARD IF ANY	MEANS OF VERIFICATI ON /SOURCE OF DATA
	irrigation and drainage management information systems (IDMIS)			

COUNTY PUBLIC WORKS AND TRANSPORT

County public works and transport are physical components of interrelated systems providing services essential to enable, sustain, or enhance societal living conditions and maintain the environment. They encompass the services and facilities necessary for a county’s economy, households and firms to function forming the backbone of economic development as well as providing the necessary physical and social systems for sustained growth. County public works and transport comprises public and private physical structures including roads, sanitation systems, ferries and harbours, street lighting, water supply, as well as traffic management and parking among others. These systems suffer from natural and fabricated risks, which require mitigation measures in the form of fire-fighting and disaster management strategies.

The national government is responsible for development of standards for the construction and maintenance of roads by counties, transport and communication including construction and maintenance of national trunk roads. The county governments on the other hand develops and implements national and county specific policies and

legislations. The county governments are also responsible for enforcement of national and county specific legislations. Investment in key infrastructure stimulates economic and social progress and therefore vital for the country's long term development agenda.

Assessing the performance of infrastructural development is complex since the various users of the attendant multi-functional systems have varying expectations. These expectations differ in terms of reliability, costs, social and economic benefits, environmental issues, and other factors. This framework will however rely on four key aspects namely; available physical assets, quality of services provided to users, cost effectiveness as well as generation of new or maintenance of assets where applicable in the following categories;

1. County Transport
 - i. County roads
 - ii. Street lighting
 - iii. Traffic and parking
 - iv. Public road transport
 - v. Ferries and harbours
2. County Public Works and Services
 - i. Storm water management systems in built-up areas
 - ii. Water and sanitation services

The performance norms and standards under the thematic areas are contained in various documents including the road design manuals, lay bay designs, National Guidelines for Development of Road Side Stations, Maritime Safety standards, International Convention for the Safety of Life at Sea (SOLAS 37), International Convention for the Prevention of Pollution (MARPOL), Search and Rescue Standards, Building organization and operations manual, Public works drawings manual, Building industry codes among others.

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
	County transport				
1	County roads	Development and implementation of county specific policies, legislation and norms.	No. of County Roads Policies developed and implemented	Kenya Roads Act No2 of 2007 Kenya Roads Design Manual	Copies of county Road's policy and Reports on policies implementations
		Construction, rehabilitation and maintenance of county roads	Kms of Tarmac Roads Constructed	Kenya Roads Act No2 of 2007	Road Design Report Site meeting minutes, Site weekly reports, Payment certificates Completion certificates, Contract notices, Project M&E reports
			Kms of Roads Gravelled	Kenya Roads Design Manual	
			kms of Road's Accesses Opened	Road Sector investment programme	
			Kms of Roads Rehabilitated	CIDPs	
			Kms of Roads Maintained		
			No. of Bridges / Footbridges Constructed		
		Road reserve management	Proportion of road reserves managed		
	Control axle load on county roads	No of weigh bridges	East African Community Vehicle Load Control Act, 2016		

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Monitoring and evaluation of county roads projects	No. of M&E Report	National Monitoring & evaluation Policy	M&E Report
		County Mechanical and transport equipment	No. of Equipment and plant purchased		Mechanical Equipment inventory
			No. of Equipment and plant maintained		Service orders M&E Report
5(b)	Street lighting	Install street lighting systems along the roads & market centres	Kilometres of Roads and no. of shopping centres installed with Street lights	Road Design Manuals	<ul style="list-style-type: none"> • Signed Contract Awards • M &E Reports • Completion certificate
		Maintain street lighting systems along the roads & market centres	Kilometres of Roads and no. of shopping centres with working Street lights	Road Design Manuals	Service orders Completion certificate M&E Reports
5(c)	Traffic and parking;	Provide traffic signals along county roads	No of traffic signals installed	Road Design Manuals	Copies of completion certificates.

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Maintain traffic signals along county roads	No of functioning traffic signals	Annual public road program planning & reporting County Bylaws	Periodic maintenance reports
		Establish lay bays for Long Distance vehicles on transit	No of lay bays constructed		Lay bay Designs Completion certificate
		License parking areas including off street parking			Periodical revenue reports
		Designate parking bays	No. of designated and regulated parking slots		Urban development plan/design
		Levy congestion charges on controlled areas	No of compliance reports		Compliance reports revenue reports
5(d)	Public road transport	Implement national policies, legislation, regulations , norms and standards on road safety	No of policies implemented.		M &E reports
		Develop and implement county specific transport policies, laws and regulations	No of county transport specific laws developed.		Actual policy M &E reports

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Issue permits to commercial and PSV vehicles operating within the county	No of permits issued.		Permits
		Designate PSV termini	No of designated PSV termini within the county		Designs for Designated termini
		Develop and regulate a network plan for public service vehicles	Network plan for public service vehicles		Actual plan completion certificate Design for designates routes for PSVs
		Regulate operations of commercial motorcycles and designate pick and drop points	No of Designated pick and drop off bays along county roads		Completion certificate
		Develop public transport rest facilities within counties	No of parking and sanitation facilities developed (Road Side Stations)	National Guidelines for Development of Road Side Stations	Designs for rest facilities Completion certificates

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Provide non-motorized transport facilities along county roads	Kms of cycle lanes Kms of paved footpaths		Designs for non-motorized transport facilities Completion certificates
5(e)	Ferries and harbours	Ferries Provide and maintain ferries to operate in inland lakes and waters	No of ferries procured No of operational ferries		Ferry Budgetary Allocation M&E report
			No. of ferry safety inspection & survey	Maritime Safety standards (Lifejacket, basic safety) International Convention for the Safety of Life at Sea (SOLAS 37)	Inspection reports
			No. of compliance reports		Compliance Certificate Enforcement reports

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Harbours Develop policies in relation to county harbours	No of policies developed		Actual policy
		Implement policies in relation to county harbours	No. of policies implemented		
		Develop County Harbours	No of harbours constructed		Harbour construction Budgetary Allocations
		Control pollution within the harbours	No of reports on Pollution prevention plan No of pollution incident reports	Oil Spillage Contingency Plan International Convention for the Prevention of Pollution (MARPOL)	Pollution incident reports
		Manage and maintain county harbours	No & type of Aids to Navigation in place(beacons)		

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
			No & type of Port facility security		Port Facility security report
			No of search and rescue operations	Search and Rescue Standards	Search and Rescue reports
11	County public works and services	Public Works Policy Develop county public works policy in line with National Public Works policy	No. of policies developed		Copies of county public works policy
		Implementation of Public Works policies	No. of implementation reports		Reports on policies implementations
		Maintenance of a database on county public works survey findings	No. of survey findings reports		Records of survey findings
		Public Works Planning and Maintenance of Inventory County public works planning for county specific projects	No of approved annual work plan	Building organization and operations manual	Public works annual work plan

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
	Maintain and monitor register of planned county public works projects	No. of updated register	Building organization and operations manual	Up to date projects register
	Maintain an inventory of County Government buildings and other county public works	No. of inventory	Building organization and operations manual	Up to date buildings and other public works inventory
	Monitor inventory of county public works and their adequacy	No of reports on adequacy of County government buildings		Report on adequacy / requirements
	Maintain records and drawings of all county government buildings and other public works	No. of drawings registers	Public works drawings manual	Copy of a Master drawings register
	Development and management of county government buildings and other county public works	No of projects planned		

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		technical services to county departments in the following areas: <ul style="list-style-type: none"> ○ Architecture; ○ Quantity surveying; ○ Structural Engineering; ○ Civil Engineering; ○ Electrical and Electronics Engineering; ○ Mechanical Engineering; ○ Land Surveying. ○ Fire protection installations 	No. of drawings prepared No. of Bills of Quantities No. of contract documents	Public works drawings manual MoW Specifications and Standards Physical planning handbook Building industry codes	Drawings in the fields of: <ul style="list-style-type: none"> - ○ Architecture; ○ Structural Engineering; ○ Civil Engineering; ○ Electrical Engineering; ○ Mechanical Engineering; ○ Land Surveying. ○ Fire protection installations Bills of Quantities, Contract documents
		Provide project management services during construction	No. of ongoing projects No. of project reports No. of certificates issued No. of completed projects	Provisions in the signed contract agreements	Site meeting minutes, Site weekly reports, Payment certificates Completion certificates,

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
			No of implemented projects No of operational projects		Making good certificates, Contract notices, Project M&E reports
		Assist County government departments in procurement of technical services.	No. of reports	Public procurement regulations	Evaluation reports of consultants
		Refurbishment and maintenance of county public buildings and other county public works Provide technical services	. No. of reports	Public works specifications and manuals	Assessment reports, Documentation of refurbishment and maintenance works,
		Procure construction and maintenance services.	No. of contract agreements	Public procurement regulations	Contract agreements,
		Manage refurbishment processes of county public works.	No. of project reports	Provisions in the signed contract agreement	Meeting minutes, Contract certificates,

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
			No. of certificates		Project reports,
		Certify safety of county buildings and other public works in accordance with national standards.	No. of completion certificates. No. of occupation certificates	MoW Specifications and Standards	Completion certificates
		Enforcement of building standards for public works and the building industry Ensure adherence to set standards and codes.	No. of enforcement reports	Building code MoW Specifications and Standards Physical planning handbook	Copies of:- <ul style="list-style-type: none"> ● Completion certificates, ● Occupation certificates, ● Compliance notices issued
		Report incidences of public works undertaken without conformity to standards to the authority	No. of reports No of cases prosecuted		Compliance status report

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		<p>Provision of electrical and mechanical public works services</p> <p>Provide electrical public works services in the counties in liaison with the National Government.</p>	<p>No of electrical contracts awarded</p> <p>No. of electrical M&E reports</p> <p>No of Electrical certificates</p>	<p>MoW Specifications and Standards</p> <p>Building industry codes</p>	<ul style="list-style-type: none"> ● Award letters ● Certificate of Practical Completion ● Certificate of Handing Over ● Certificate of Making Good Defects ● Site meeting minutes
		<p>Provide mechanical public works services in the counties in liaison with the National Government.</p>	<p>No of mechanical contracts awarded</p> <p>No. of mechanical M&E reports</p> <p>No of Mechanical certificates issued</p>	<p>MoW Specifications and Standards</p> <p>Building industry codes</p>	<ul style="list-style-type: none"> ● Award letters ● Certificate of Practical Completion ● Certificate of Handing Over ● Certificate of Making Good Defects ● Site meeting minutes

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
	Maintenance of Mechanical and Fire Protection Services Installations in buildings including: - <ul style="list-style-type: none"> ● Inspection of firefighting installations in buildings ● Fire safety trainings ● Fire installations audit ● Fire investigations 	No of inspection reports No. of fire safety trainings conducted	<ul style="list-style-type: none"> ● Maintenance standards ● Inspection manuals 	<ul style="list-style-type: none"> ● Test Certificates ● Training Certificates ● Fire Audit Report ● Fire Investigation Reports
	Occupation Health and Safety standards for public works. Manage records of buildings for disaster management preparedness	No of building registers No. of drawings in registry/ Stored in soft copies	Building organization and operations manual Public works drawings manual	Register of buildings Samples of drawings including building plans
	Enforce health and occupation standards on construction of	No. of compliance reports/notices issued	MoW Specifications and Standards	Copies of: - <ul style="list-style-type: none"> ● Completion certificates, ● Occupation certificates,

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		county public works and buildings.	No of certificates issued No of cases prosecuted		<ul style="list-style-type: none"> • Compliance notices issued
		Enforce procedures for safe infrastructure development	No of safety certificates issued No. of compliance reports/notices issued No of cases prosecuted	MoW Specifications and Standards Physical planning handbook	Copies of: - <ul style="list-style-type: none"> • Compliance notices issued • Test results
		Conduct monitoring and evaluation of county public works and building industry	No of M&E reports	MoW Specifications and Standards	Monitoring and evaluation reports
	Storm water management systems in built-up areas	Design storm water drainage systems in built-up areas	No of storm water drainage systems designs	Specifications and standards	Drawings, bills of quantities
		Develop storm water drainage systems in built-up areas	No of storm water drainage systems	Specifications and standards	Progress reports, certificates, payments

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Maintain storm water drainage systems in built-up areas		Specifications and standards	Progress reports, certificates, payments
	Water services	Development of county policy on water services in accordance with National Water Policy and National Water Services Strategy			
		Development of county legislation on water services in accordance with National policies, legislations, norms and standards			
		Implementation of policy and legislation (both National and County) related to water services			

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Monitoring of Water Service Providers in line with national guidelines			
		Enforcement of legislation, regulations and standards, both National and County, related to water services			
		Planning for county public works related to water services			
		Mobilization of resources for county public works related to water services			
		Implementation of county public works related to water services			
		Assessment of projects in relation to water services			
		Asset management, maintenance, inventory and			

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
	valuation of county public works related to water services			
	Implementation of pro-poor interventions in accordance with national guidelines			
Sanitation services.	Development of county policy on sanitation services in accordance with National Sanitation Policy			
	Development of county legislation on sanitation services in accordance with National policies, legislations, norms and standards			
	Implementation of policy and legislation (both National and County) related to sanitation services			

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Enforcement of legislation, regulations and standards, both National and County, related to sanitation services			
		Planning for county public works related to sanitation services			
		Mobilization of resources for county public works related to sanitation services			
		Implementation of county public works related to sanitation services			
		Assessment of projects in relation to sanitation services			
		Asset management, maintenance, inventory and valuation of county public			

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		works related to sanitation services			
		Implementation of pro-poor interventions in accordance with national guidelines			

vi. Public road transport

vii. Ferries and harbours

3. County Public Works and Services

iii. Storm water management systems in built-up areas

iv. Water and sanitation services

The performance norms and standards under the thematic areas are contained in various documents including the road design manuals, lay bay designs, National Guidelines for Development of Road Side Stations, Maritime Safety standards, International Convention for the Safety of Life at Sea (SOLAS 37), International Convention for the Prevention of Pollution (MARPOL), Search and Rescue Standards, Building organization and operations manual, Public works drawings manual, Building industry codes among others.

PRE-PRIMARY EDUCATION, VILLAGE POLYTECHNIC, HOME CRAFT AND CHILD CARE FACILITIES.

Pre-Primary Education provides opportunities for children to enhance their cognitive, social, moral, spiritual, emotional and physical development as well as aesthetic aspects. It is a crucial foundational stage for primary education, character formation and lifelong learning. The Sustainable Development Goal (SDG) Number 4.2 obligates governments to ensure that, by 2030 all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.

Vocational Education and Training in Kenya is mainly offered in Vocational Training Centres that include Youth Polytechnics, Village Polytechnics and Home Craft Centres. These centres offer courses up to artisan level certificate in various trade areas. Popular trades offered at these institutions include; Hairdressing and Beauty Therapy, Welding and Fabrication, Masonry, Plumbing, Electrical Installation, Carpentry and Joinery among others. The courses are modelled along the CBET curriculum framework with practical training sessions taking the bulk of the training time. Presently, assessments for these courses are carried out by either KNEC or NITA depending on the preference of a particular VTC. In line with the State Department of TVET policy direction on the introduction of CBET courses in all TVET institutions, the VTCs are in the process of introducing CDACC courses to their institutions

The County Government on their part are responsible for the day-to-day management and implementation of policies at pre-primary education, village polytechnics, home-craft centres, and childcare facilities.

In the fulfilment of this mandate, county governments should create a conducive environment to facilitate the delivery of quality education and training at those institutions through provision of; adequate infrastructure, modern tools and equipment, and recruitment of well-trained personnel to run the institutions.

Pre-primary education, village polytechnic, home craft and child care facilities Indicators

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		No, of counties implementing Childcare curriculum	National Pre-primary education policy standard guidelines	CG data base
i. Pre-primary education ii. Village Polytechnics iii. Home Craft Centres iv. Childcare Facilities	Access and participation in Pre-Primary Education	Gross Enrolment Ratio (GER) Pre-primary	100%- NESSP 2023-2027	KeMIS/ CG data base
		Net Intake Rate (NIR)-Pre-primary (Disaggregated by gender)	100%	KeMIS/ CG data base
		% of children transiting to primary education	100%	KeMIS/ CG data base
		Net enrolment Rates (NER)-Pre-primary (Disaggregated by gender and disability)	100 %	KeMIS/ CG data base
		Pre-Primary NER in conflict prone and vulnerable regions	100%	KeMIS/ CG data base
		No. of classrooms constructed in the County	National pre-primary education policy standard guidelines,2018	KeMIS/ CG data base
		Number of ECDE centres segregated by ownership(Public and private)	National pre-primary education policy standard guidelines,2018	CG data base

		No. of pre-primary centres with play facilities	National pre-primary education policy standard guidelines,2018	KeMIS/ CG data base
		Percentage of school age children participation in organized learning (one year before the official primary entry age), by sex	100% - SDG 4	KeMIS/ CG data base
		Percentage of Pre-primary institutions with reliable safe and clean water source	100 % - Safety Standard Manual for Schools , 2008	County Data base
		Percentage of Pre-primary learners dewormed	100% - School Health Policy, 2018	County Data base
		Percentage of Pre-primary institutions attaining the required toilet to pupil ratio: - Girls 1:10 plus a shower room -Boys 1:15 plus a urinal	100% - Registration Guidelines for basic education institutions, 2021	County Data base
	Equity and Inclusion in Pre Primary Education	Gender Parity Index on GER	1:1 NESSP 2023-2027	KeMIS/ CG database
		Percentage of children benefiting from school meals programme	100% (National Schools Meals Strategy)	KeMIS/ CG data base
		% of Special Need Education Enrolment in pre-primary education	0.1 % -NESSP 2023-2027 -Education sector policy for learners and trainees with disability	CG database
		Percentage of pre-primary centers with disability friendly infrastructure	100%- Education sector policy for learners and trainees with disability	CG data base

		% of children living within vulnerable context (refugees, street children, children in labour, urban slums and informal settlements, poor, mobile schools,duksi-madarasa system) participating in pre primary	UNICEF Framework	CG Data base
	Quality and Relevance of Pre-primary education	No. of qualified teachers recruited	Staffing Norms	CG data base
		Average class size in pre-primary institutions	25- NESSP 2023-2027	CG Data base
		% of Pre-primary school teachers who have been In-Serviced in the last two years	SDG performance Indicator guidelines	
		Percentage of schools with appropriate Play equipment and other learning materials	National pre-primary education policy standard guidelines,2018	CG data base
		Proportion of children attaining minimum proficiency for school readiness in literacy and numeracy (Reading and mathematics).	CBA Framework	KNEC/ CG Data base
		Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex	100%	MOH/ CG data base
		% of pre-primary centers quality assured for standard improvement	100%- National Education Quality Assurance Framework, 2020	CG Data base
		No. of counties implementing the National Scheme of Service for Pre-primary school teachers	National Pre-primary education policy,2017	CG Data base
	Governance and Accountability	% of pre-primary centers with valid Board of Management	National Pre-primary education policy	CG Data base

		% of BOMs capacity build on their roles	National Pre-primary education policy	CG Data base
		% of integration of pre-primary data into KeMIS	Presidential Task Force Report	MOE/ CG Data base
		% of County Governments with County pre-primary education policy	National Pre-primary education policy	CG Data base
		No. of county governments with functional County Early Childhood Education Committee (CECEC).	National Pre-primary education policy	CG data base
		No. of counties with County pre-primary education resource centers	National Pre-primary education policy	CG data base
		No. of counties publishing an annual pre-primary education status report;	National Pre-primary education policy	CG data base
		Percentage of public, private partnerships and community projects in pre-primary	National Pre-primary education policy	CG data base
		% of County Sector Budget allocated to Pre-primary education	20% as per international standards	CG data base
VOCATIONAL TRAINING CENTRES				
	Access to vocational education and training	<ul style="list-style-type: none"> ● No. of VTCs in the county ● No. of Public VTCs ● No. of private VTCs ● No. of special needs VTC. ● Gross Enrolment Rate in VTC ● Number of trainees benefiting from VTC capitation 	National Education Sector Strategic Plan 2023-2027	County government data base

	Promote equity in vocation education and training	<ul style="list-style-type: none"> No. of trainee's enrolment No. of male trainees No. of female trainees No. of special needs trainees <ul style="list-style-type: none"> i) Female ii) Male 		County government data base
	To promote quality and Relevance in VET	<ul style="list-style-type: none"> % of TVC curriculum aligned to CBET No. of trade areas/courses offered at each youth polytechnic. No. of trainers recruited (Disaggregated by gender and disability) No. of workshops/classrooms in each trade area/course for each VTC No. of equipment available for each trade /course offered for each VTC Percentage of VTCs quality assured in the last three years. 	TVETA standards	TVET County government data base TVETA
		Percentage integration of ICT into VET institutions	100	KeMIS/ CG data base
		% increase in employment levels of VET graduates	100	KNBS and CG data base
		Percentage of textbooks and instructional materials provided.	1:2	KeMIS/ CG data base
		VET quality index (%)	100	KeMIS/ CG data base

		Percentage of trainees benefiting from county bursaries	100	KeMIS/ CG data base
		Percentage of trainees benefiting from Start Up Kits	100	KeMIS/ CG data base
		Percentage increase in the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	SDG 4	CG data base
		Proportion of youth and adults with information and communications technology (ICT) skills	SDG 4	CG data base
	Governance and Management	<ul style="list-style-type: none"> • % of VTCs with valid BOGs • No. of BOGs trained on their roles. • % of BoGs trained on financial management • % of VTCs with unqualified audit reports • % of VTCs on boarded on e-citizen (automation) 		County government data base TVET
HOME CRAFT CENTRES				
	Access and Participation in Home Craft Industry	No. of home craft centers in each county	Constitution 2010	CG data base

		Proportion of population engaging in home craft	Constitution 2010	CG data base
		% of persons in home craft benefiting from START UP KITS.	Constitution 2010	CG data base
		No. of varied home craft trades/ activities		CG data base
	Equity and Inclusion in Home Craft	Gender Parity index in home craft industry		CG data base
		Percentage of persons living with disabilities in home craft		CG data base
	Quality and Relevance of Home Craft Industries	No. of skilled personnel/Trainers in home craft		CG data base
		Market value of home craft items		CG data base
	Governance and Accountability	No. of county governments with Home craft policies or guidelines	National Apprenticeship policy	CG data base
		No. of self-help group undertaking home craft activities per Ward		CG data base
		No. of organized sensitization programmes per county		CG data base
		No. of home craft self-help groups capacity build		CG data base
CHILD CARE FACILITIES				
	Provision Childcare Facilities	No. of trained and registered childcare givers per county	National Pre-primary education policy standard guidelines	CG data base

		No. of Counties with Childcare specific policies	National Pre-primary education policy standard guidelines	CG data base
		No of counties implementing nurturing health services	National Pre-primary education policy standard guidelines	CG data base
		% of counties with health and nutrition programme for under three	National Pre-primary education policy standard guidelines	CG data base
		% of counties with child friendly play facilities, equipment, and materials	National Pre-primary education policy standard guidelines	CG data base
		% of Childcare facilities linked to health care facilities	National Pre-primary education policy standard guidelines	CG data base
		No. of registered Childcare facilities per county	National Pre-primary education policy standard guidelines	CG data base
		% of Childcare facilities complying with safety and security guidelines	National Pre-primary education policy standard guidelines	CG data base

TRADE REGULATION AND DEVELOPMENT

The national government is assigned the function developing national policy standards and norm in trade, promotion international trade including export business. County governments are responsible for development of Trade development and regulation, development of markets trade licences (excluding regulation of professions); promotion of fair-trading practices. Further (d) local tourism; and management of cooperative societies is responsibility of the county governments.

Trade Regulation and Development Indicators

COUNTY PLANNING AND DEVELOPMENT

The Constitution Fourth Schedule assigns the functions between the County and National Government as follows;

County Government including; statistics, land survey and mapping, boundaries and fencing, housing and electricity and gas reticulation and energy regulation. While the National Government; Housing policy and National statistics and data on population, the economy and society generally.

County planning and development include; County physical planning, Land administration and registration, Land adjudication & settlement, Land valuation, Land survey, Statistics, Spatial planning, Housing Policy formulation, Metropolitan Development, slum upgrading and Urban Development

The capacity requirements and indicators are obtained from the provisions of Physical and Land Use Act No. 13 of 2019 and its Regulations of 2021; County Spatial Planning Guidelines 2018; Towards Sustainable Development and County Effectiveness, Physical Planning Handbook, Manual for Preparing County Integrated Development Plans, 2013, Manual to Guide Preparation of County Spatial Development Plans, 2013, Development Control Manual, 2013, Guidelines for Preparing Strategic Urban Development Plans, 2013, Local Physical Development Planning Manual, 2013, National Spatial Plan (2015-2045), NSP Sector and County Specific Guidelines, Valuation for Rating Act, Cap 266, Regulations and schedules for Valuation for Rating

County Planning and Development Indicators

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
1. COUNTY PHYSICAL PLANNING					
A.	SPATIAL PLANNING	To provide an overall spatial development framework for the county, interpret and localize national and regional policies and strategies and provide a basis for a balanced urban and rural development. This includes 1. Local physical development plans to provide a framework for development, redevelopment or renewal, guide development of infrastructure, regulate the use and development of land	1. Spatial plan developed/ reviewed and implemented 2. No. of physical and land use development plans (P&LUDP) prepared, approved and implemented by counties. These plans include: a. Local P&LUDP for cities municipalities, towns, urban and rural areas b. P&LUDP for special planning areas c. Subject plans relating a specific location on, transport,	1) Adherence to the provisions of Physical and Land Use Act No. 13 of 2019 and its Regulations of 2021 2) County Spatial Planning Guidelines 2018: Towards Sustainable Development and County Effectiveness 3) Physical Planning Handbook 4) Manual for Preparing County Integrated Development Plans, 2013 5) Manual to Guide	County Lands and urban planning records

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
		<p>in a city, municipality, town, rural or market center.</p> <p>2. Preparation of Plans to facilitate alienation of land held by the County Government.</p> <p>3. Regulate orderly planning and growth of urban and rural areas</p> <p>4. Implementing the set norms and standards</p>	<p>agriculture, housing among others providing policy framework on development</p> <p>No. of P&LUDP (part development plans) prepared and approved for alienation of land for public land uses (like educational, industrial recreational etc.)</p> <p>Proportion of public institutions with approved physical/ land use plans/PDPs</p>	<p>Preparation of County Spatial Development Plans, 2013</p> <p>6) Development Control Manual, 2013</p> <p>7) Guidelines for Preparing Strategic Urban Development Plans, 2013</p> <p>8) Local Physical Development Planning Manual, 2013</p> <p>9) National Spatial Plan (2015-2045)</p> <p>10)NSP Sector and County Specific Guidelines</p>	
B.	LAND ADMINISTRATION AND REGISTRATION	Approval of land development proposals (Amalgamations, subdivisions, change of user, extension of user)	<p>1.No. of amalgamations approved</p> <p>2.No. of subdivisions approved</p> <p>3.No. of change of users approved</p> <p>4.No. of extension of users approved</p>		County Land and Urban Planning records
		Recommendation for approval of extension and renewal of leases	No. of leases recommended for extension and approval		County Land and Urban Planning records
		Enforce compliance with special	1. No. of buildings plans approved.		Generated by

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
		conditions on land leases	2. No. Of buildings inspected to ensure they are in good condition. 3. No. Of buildings completed within set timelines. 4. No. Of buildings inspected to enforce compliance with user condition		County Governments
C.	LAND ADJUDICATION & SETTLEMENT	Preparation of community land inventories	No. of inventories of communal land prepared and submitted to Cabinet Secretary, Lands and Physical Planning for registration		County Status Report on Land adjudication
D.	LAND VALUATION	Valuation for rating	1. Proportion of total revenue from land rates as a share of Own Source Revenue 2. % increase in total revenue from land rates as a share of Own Source Revenue 3. Number of valuation rolls prepared, approved and implemented	1. Valuation for Rating Act, Cap 266 2. Regulations and schedules for Valuation for Rating Act	County Lands and Urban Planning Periodic revenue reports

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
E.	LAND SURVEY Provision of survey controls	Establishment of a 3 rd - 4 th order geodetic controls	1.No. of geodetic controls established 2.No of geodetic control maintained 3.% Reduction in boundary disputes for land under county Government	Survey Act 299, SPA 2020, Survey manual LRA2012, Community Land Act 2016, Land Registration Act (Electronic Transactions) Regulations, Other land related laws and regulations	Reports National and county government
		Provision of lower order vertical controls	No. of vertical controls	IHO UNCLOS	
		Utilization of modern state of the art National Positioning System (X, Y, Z and t)	No. of logons or connections made to national CORS Networks Presentation of survey and mapping equipment	Various land related laws, regulations and policy guidelines	
		County governments bordering neighbouring countries to submit reports on status of the international boundaries to the National Government	No. of status reports on international boundaries prepared and shared with the national government		
		Determination and identification of property boundaries	1. No. of disputes resolved for land under jurisdiction of county	National standards and policy guidelines	

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
			government 2. No. of roads corridors and other riparian reserves executed		
		Inspection and verification of fencing	No. of inspection reports prepared	National standards, manuals and guidelines	
		Setting out of buildings	1. No. of reports on setting out of buildings and other development projects. 2. No. of deformation monitoring reports	Land laws, regulations and policy guidelines	County Government
		Setting out of road reserves, riparian, reserves, etc.	1. No. of roads and riparian reserves surveyed, maintained and physically marked out, Demarcation marks established	National standards	County Government
		Application of survey standards	No. of reports on implemented standards	Various Laws and regulations	County Government
		Providing access on to geo-referenced survey and mapping data to private and public institution such as financial institution, educational institutions, directorate of public	No. of records accessed and or sold Development of County and Sub-county GIS database	International, Regional and national standards	County Government

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
		works			
2. COUNTY PLANNING AND DEVELOPMENT					
A.	STATISTICS	Statistics	Approved county statistics plan, policy, or legislation.	1) A statistics policy (that is aligned to national model policy) that has been approved by governor and tabled at county assembly and is publicly available. 2) A current medium-term plan for statistics	•Confirmation of the plan, policy or legislation availability and its contents.
			Established county statistics unit.	1) A unit is established within a department with core duty of production and dissemination of statistical information. 2) Unit has adequate physical office space	•Approved organizational chart. •Physical confirmation of the office space
			Adequate statistical personnel.	1) At least 3 statistical personnel with qualifications of statistics or related fields on at least 3-year contract 2) Approved scheme of	• Confirmation of appointments of statistical personnel

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
				service/ career progression guidelines for statistical personnel	
			Adequate tools and equipment for statistical production	1) At least one computer (desktop or laptop) per statistical personnel. 2) Available appropriate statistical software installed on the computers.	
			Production of regular statistical publications include County Statistical Abstract	1) Existence of statistical publications	
			Up to date socio-economic statistical database	1) Existence of public portal for statistical data Availability of a 5-year series of statistical data for appropriate statistical domains	
			Coordination of county statistics production	1) Existence of coordination committees for statistical production	
3. CITIES/ MUNICIPAL LAND USE PLANS					

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
A.	CITIES/ MUNICIPAL/ URBAN BUILDING & ZONING PLANS	Development and enforcement of zoning regulations; approval of building plans	Number of approved plans; Compliance with zoning laws	National Construction Authority (NCA) standards	County Government Reports
B.	CITY OR URBAN AREAS BUILDING & ZONING PLANS	Planning, approval, and enforcement of development plans	Percentage of compliance with zoning regulations	Urban Areas and Cities Act compliance	Municipal reports and audits
C.	LOCATION OF RECREATION AREAS & PUBLIC FACILITIES	Identification, gazettelement, and maintenance of parks and recreational areas	Number of operational recreational facilities	Public Health and Safety Standards	County planning and development reports
D.	METROPOLITAN DEVELOPMENT PLANS	i. Spatial Planning; a) Prepare metropolitan Spatial planning framework. b) Coordinate metropolitan physical and land use Planning.	Metropolitan spatial plans and implementation frameworks in place Legal Planning process undertaken Approved Spatial Plans	As per the existing planning policies and legislations,	<ul style="list-style-type: none"> ● Spatial Planning reports Plans ● Executed ● Public participation fora ● Kenya Gazette and other public Notices
		ii. Policy formulation Formulate the National Metropolitan Development Policy, Legislation, strategies, guidelines and standards.	Approved Metropolitan development policy, legislation, National Metropolitan Development strategy Metropolitan Development guidelines and standards in place	As per the established policy formulation process	<ul style="list-style-type: none"> ● KIPPRA ● MDAs ● Professional bodies ● Public

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
		iii. Delineation of Metropolitan Boundaries a) Develop criteria for identification of metropolitan areas in the county governments. b) Facilitate the establishment of metropolitan regions in the country	Guidelines, standards and criteria in place Maintenance of urban growth boundaries within Metropolitan areas Identified and established Metropolitan regions	As per existing legislation of intergovernmental relations	<ul style="list-style-type: none"> ● Consultations with County Governments ● Research data ● Reports
		iv. Transformation of Metropolitan into World-class Metropolis Manage metropolitan safety and security Implement metro-wide infrastructure projects and programs aligned to national government functions	Passive and active safety measures in place Sustained reduction in crimes and other adverse incidences Number of Metro wide infrastructure projects completed Investment plans	World Class infrastructure and utilities and management systems Integrated emergency response systems Integrated CCTV	<ul style="list-style-type: none"> ● Reports
		v. Metropolitan mobility and transport Formulate Policy for the mobility and connectivity within	Mobility policy in place Kilometres of roads completed Mobility infrastructure constructed Reduced travel time and costs Improved connectivity and	World Class/smart transport and mobility infrastructure and management systems Smart Mass Rapid Transportation systems	

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
		Metropolitan areas and Inter-County connectivity a) Implement the policy b) Build mobility infrastructure c) Ensure compliance at the county level with Integrated Metro-wide plans. d) Enhance Metropolitan Social-Infrastructure and quality of life	accessibility Level of compliance No. of Social Infrastructure in place Urban resilience in Metropolitan areas Increased home ownership Increased access to social amenities	Modern Commuter Railway networks Transit Oriented Development for more liveable communities and for combating urban sprawl At least one international airport in every metropolitan regions Enhanced walkability World class waste management systems WHO health standards in metropolitan regions	
		vi. Metropolitan Spatial data Infrastructure Develop a Metropolitan spatial plan data policy Implement the Metropolitan spatial plan data policy. Maintain and manage spatial and GIS data	No. of Metropolitan Spatial Policy in Place No. of Data Centers in Place Metro-GIS data centers Operational M&E data base	Operational GIS based Data Centers in all Counties within Metropolitan areas GIS based	Reports

	Functional areas for the agency as per the Fourth Schedule of the Constitution	Scope of service under the function	Performance indicators (at Output and outcome) levels	Performance standards if any	Source of data (Means of verification)
		vii. Metropolitan Governance & Management Develop a framework for establishing metropolitan authorities	Metropolitan Governance framework in place No. of metropolitan institutions and authorities Effective communication strategy in every metropolitan area	World class governance systems Operational metropolitan institutions/authorities Active and inclusive stakeholder participation Effective use of natural Strong PP relationships Citizen complaint systems in place	Reports
		viii. Capacity Building Formulate a national capacity building strategy	Comprehensive Funding strategy Metro wide Performance management system		
E.	GAS REGULATION	Issuing licenses to biogas users	No. of licenses issued on use of biogas	This is under electricity and gas reticulation function	Aligned with the fourth schedule of the constitution

NATURAL RESOURCES, WATER AND ENVIRONMENTAL CONSERVATION

Natural resources” means the physical non-human factors and components, whether renewable or non-renewable, including

- (a) Sunlight;
- (b) Surface and groundwater;
- (c) Forests, biodiversity and genetic resources; and
- (d) Rocks, minerals, fossil fuels and other sources of energy;

The Constitution of Kenya obligates the State to

- (a) Ensure sustainable exploitation, utilisation, management and conservation of the environment and natural resources, and ensure the equitable sharing of the accruing benefits;
- (b) Work to achieve and maintain a tree cover of at least ten per cent of the land area of Kenya;
- (c) Protect and enhance intellectual property in, and indigenous knowledge of, biodiversity and the genetic resources of the communities;
- (d) Encourage public participation in the management, protection and conservation of the environment;
- (e) Protect genetic resources and biological diversity;
- (f) Establish systems of environmental impact assessment, environmental audit and monitoring of the environment;
- (g) Eliminate processes and activities that are likely to endanger the environment; and
- (h) utilise the environment and natural resources for the benefit of the people of Kenya. (

Every person has a duty to cooperate with State organs and other persons to protect and conserve the environment and ensure ecologically sustainable development and use of natural resources.

The national government is assigned the function of Protection of the environment and natural resources with a view to establishing a durable and sustainable system of development, including, in particular

(a) Fishing, hunting and gathering;

(b) Protection of animals and wildlife;

(c) Water protection, securing sufficient residual water, hydraulic engineering and the safety of dams; and

(d) Energy policy.

County Governments are assigned the function of Implementation of specific national government policies on natural resources and environmental conservation, including soil and water conservation and forestry

Kenya's forests are broadly categorized as natural forests and intensively managed plantation forests. Forests are further classified into three groups based on their ownership and management characteristics as public forests, community forests, and trees on farmlands. Public forests are government owned and are managed to provide goods and services such as water from natural forests and commercial and subsistence requirements of wood products from plantations. Because of an increased demand of environmental benefits, management of natural forests on government lands does not include production of wood—this takes place only on plantations. Management plantations is guided by management plans that include forest treatments and harvest schedules. Management includes input from different stakeholders such as communities, government forestry agencies, university forestry professionals, and wood products manufacturers

The Kenya Forestry Services, a state corporation was established under the Forest Act of 2005. The Service mandate is to enhance development, conservation, and management of Kenya's forest resources base in all public forests, and to assist

County Governments to develop and manage forest resources (KFS 2017).The framework will evaluate key priority areas, performance measures, and the necessary capacity to achieve sectoral objectives aligned with National and International commitments such as the 15 Billion Tree Campaign, BETA, Vision 2030, SDGs, AFR100, and NDCs.

The Environmental Management and Coordination Act (EMCA) 1999 provides for to supervision and coordination all environmental matters and is the Principal legal Instrument on matters relating to the environment. The Act established the National Environment Management Authority (NEMA). EMCA, 1999 mandates NEMA to undertake in co-operation with relevant stakeholders' programmes intended to enhance environmental education and public awareness for sound environmental management.

Among the Devolved Environmental Functions are refuse removal, refuse dumps and solid waste disposal, Control of air pollution, noise pollution, other public nuisances and outdoor advertising.

Waste disposal, control of air pollution and noise pollution continue to be a challenge. The Counties are encouraged to incorporate County Environment action plans into tips so that they are able to implement environmental functions that have been devolved to them by the Constitution of Kenya.

Framework for Forestry Sub-Sector Functional Areas, Scope of Service, and Performance

S/no	Functional Area (As per Fourth Schedule)	Scope of Service Under the Function	Performance Indicators	Performance Standards (If Any)	Source of Data	
1.1	Community Participation	Mobilize and support active Community Forest Associations (CFAs)	Number of active CFAs established	High engagement rate across all regions	Reports from county governments, surveys	
1.2	Seedling Production	Establish and manage community and institutional tree nurseries	Number of seedlings produced and distributed	Meeting annual seedling production targets	Nursery production data, distribution records	
1.3	Forest Policy Development	Develop and implement national and county-level forestry policies	Number of new policies developed and implemented	Consistency with national and international frameworks	National and county policy documents	
1.4	Policy Alignment	Align forestry policies with international agreements and best practices	Level of compliance with international frameworks	Full compliance with SDGs, AFR100, and NDCs	Review of legal and policy frameworks	
1.5	Increase Forest Cover	Implement afforestation and reforestation programs	% increase in forest cover	Achieve annual afforestation targets	Satellite imagery, forestry department reports	
1.6	Sustainable Forest Management	Develop and enforce forest management plans	Number of forests under active management plans	Comprehensive coverage across priority regions	Approved management plans, monitoring reports	
1.7	Agroforestry Development	Promote integration of trees into agricultural systems	% increase in agroforestry practices	Widespread adoption of agroforestry practices	Agricultural extension reports, field surveys	

S/no	Functional Area (As per Fourth Schedule)	Scope of Service Under the Function	Performance Indicators	Performance Standards (If Any)	Source of Data	
1.8	Commercial Forestry	Support development of sustainable commercial forestry	Income generated from commercial forestry	Steady growth in revenue from forestry products	Financial records, market data	
1.9	Natural Capital Accounting	Conduct ecosystem valuation and integrate NCA into planning	Number of natural capital valuation reports produced	Full integration of NCA data into policy planning	NCA reports, economic analysis	
1.10	Data Integration	Use natural capital data in decision-making processes	Use of natural capital data in policy planning	Consistent use of NCA data in national planning	Policy documents, planning frameworks	

Natural Resources, Water, Forestry and Environmental Conservation Indicators

1.0 Forestry Sub-Sector

Performance Assessment and Capacity Requirements

1. Introduction

Forestry sector Performance and capacity requirements will be assessed. The framework will evaluate key priority areas, performance measures, and the necessary capacity to achieve sectoral objectives aligned with national and international commitments such as the 15 Billion Tree Campaign, BETA, Vision 2030, SDGs, AFR100, and NDCs.

2. Framework for Forestry Sub-Sector Functional Areas, Scope of Service, and Performance

S/no	Functional Area (As per Fourth Schedule)	Scope of Service Under the Function	Performance Indicators	Performance Standards (If Any)	Source of Data
1.1	Community Participation	Mobilize and support active Community Forest Associations (CFAs)	Number of active CFAs established	High engagement rate across all regions	Reports from county governments, surveys
1.2	Seedling Production	Establish and manage community and institutional tree nurseries	Number of seedlings produced and distributed	Meeting annual seedling production targets	Nursery production data, distribution records
1.3	Forest Policy Development	Develop and implement national and county-level forestry policies	Number of new policies developed and implemented	Consistency with national and international frameworks	National and county policy documents
1.4	Policy Alignment	Align forestry policies with international agreements and best practices	Level of compliance with international frameworks	Full compliance with SDGs, AFR100, and NDCs	Review of legal and policy frameworks

1.5	Increase Forest Cover	Implement afforestation and reforestation programs	% increase in forest cover	Achieve annual afforestation targets	Satellite imagery, forestry department reports	
1.6	Sustainable Forest Management	Develop and enforce forest management plans	Number of forests under active management plans	Comprehensive coverage across priority regions	Approved management plans, monitoring reports	
1.7	Agroforestry Development	Promote integration of trees into agricultural systems	% increase in agroforestry practices	Widespread adoption of agroforestry practices	Agricultural extension reports, field surveys	
1.8	Commercial Forestry	Support development of sustainable commercial forestry	Income generated from commercial forestry	Steady growth in revenue from forestry products	Financial records, market data	
1.9	Natural Capital Accounting	Conduct ecosystem valuation and integrate NCA into planning	Number of natural capital valuation reports produced	Full integration of NCA data into policy planning	NCA reports, economic analysis	
1.10	Data Integration	Use natural capital data in decision-making processes	Use of natural capital data in policy planning	Consistent use of NCA data in national planning	Policy documents, planning frameworks	

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
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1.	Agriculture	County abattoirs	Environmental Impact Assessment and make provision for effluent discharge licensing. To determine pollution loads, Establishment of these facilities in designated areas Manure composting areas Establishment of pre-treatment ponds for all liquid waste	EMCA No 8 1999 Environmental Impact Assessment and Audit Regulations. Environmental impact licensing provision Sampling points provided for in the construction and operational process Oxidation ponds provided for in the construction process Ensure leachate collection is done to reduce effluent pollution	EIA License EIA Licensing documents Clearly labelled and Marked Sampling points identified Well established leachate traps to prevent water sources pollution
		Fisheries	Establishment of fish farms in the designated and replanted locations	Legal Notice no 31 and 32 of 2019 Carry out Environmental impact Assessment for the fishing industry Manage the waste from the industry effectively Provide an incinerator for waste management EMC water quality regulations of 2006.	EIA licensing documents
2	County health services	County health facilities and pharmacies;	Environmental Impact Assessment for new health facilities	EMC water quality regulations of 2006. Legal Notice number 31 and 32 of 2019 Establish incinerators for biomedical waste.	Carry out EIA for incinerators established in the health facilities EDL licences EIA for facilities and the Incinerators
	Waste Management	Cemeteries, funeral parlours and crematoria; and	Carry out Environmental Impact Assessment for the facilities Construct incinerators	Legal Notice number 31 and 32 EMCA number 8 of 1999	EIA Licenses for the facilities and incinerators especially for crematorium
		Refuse removal, refuse dumps and solid waste disposal.	THE THIRTEEN (13) MINIMUM REQUIREMENTS FOR MANAGEMENT OF	EMCA no 8 of 1999 EMC Waste management regulations of 2006 Waste transportation license	Site designation by the County Governments Waste Transportation license

			<p>EXISTING WASTE MANAGEMENT FACILITIES/SITES IN THE COUNTIES</p> <p>Waste collection</p> <ol style="list-style-type: none"> 1. <i>Oversee and ensure that the County Government zones the waste operational areas</i> 2. <i>Ensure that all County activities/facilities such as curbside/door to door collection, skips/ bulk containers and waste cubicles do not become eyesores by ensuring the County regularly remove and in a timely manner transport waste to disposal sites</i> 3. <i>Ensure that counties improve collection methods and facilities and further ensuring that they are adequate, effective and there is no waste in the streets</i> <p>Waste transportation</p> <ol style="list-style-type: none"> 4. <i>Oversee and ensure that the Counties have all the waste removed from the streets by ensuring there</i> 	<p>Refuse Dumps are subjected to EIA process</p> <p>Material Recovery Centres are also subjected to the ESIA</p> <p>Licensed waste disposal sites with Material recovery centres</p> <p>The vehicles transporting waste should be licenced by NEMA.</p> <p>Recycling facilities should be within the waste management sites</p> <p>The roads within the waste management sites should be motorable. Waste brought in should be weighed at the gate. The gates should be manned. The waste should be spread and covered from time to time.</p>	<p>EIA license</p> <p>Waste received should be weighed and segregated</p> <p>Waste transport licenses for waste transport vehicles</p> <p>The sites should be fenced off and subdivided into different waste categories</p> <p>Vehicles with waste transport licence from NEMA</p> <p>Fenced off waste management sites to wade off scavengers</p> <p>-Motorable roads within the water management site</p> <p>=Waste compacted and spread within the waste management site</p> <p>-Enclosed waste management site</p> <p>-Waste should be recycled and reused</p>
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			<p>are enough waste transport vehicles which must be NEMA licensed</p> <p>Waste disposal site</p> <p>Ensure the before operationalization;</p> <ol style="list-style-type: none"> 5. Designate the official County disposal site(s) 6. Secure the site with a fence and a gate manned by a council official to control dumping and spread of waste outside disposal site. 7. Weigh or estimate and record the amount of incoming waste in tones 8. Develop motorable roads inside the site to ensure vehicles do not get stuck as they go to tipping face 9. Spread the waste at regular intervals, compact and cover 10. Develop and install proper control system for dumpsite fires and extinguish all fires at site 11. Enhance security and control of the disposal sites so that illegal activities are contained. <p>Requirement for licensing</p> <p>Ensure the counties;</p>	
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			<p>12. Obtain licenses for their waste transportation vehicles.</p> <p>13. Have licenses to operate the waste disposal sites</p>		
3	Air pollution	Air pollution	<p>Number of regulations, policies related to air pollution domesticated</p> <p>Number of regulations policies implemented/enforced.</p> <p>Number of air pollution incidences reported.</p> <p>Number of air quality sampling kits in place</p>	Environmental management and coordination Air Quality Regulation Regulations and policies in place	
		Noise pollution	<p>Number of noise maps established</p> <p>Number of noise meters procured.</p> <p>Number of EMC noise and excessive vibrations regulations domesticated.</p>	Environmental and Management and coordination noise and Excessive Vibrations Regulations of 2009	
		Public nuisance	Number of Public Nuisance Incidence Reported and dealt with	Air quality regulations of 2024	Bad odours are categorised among the environmental nuisances
		Outdoor advertising	<p>No of Outdoor advertising with the use of public address systems that are covered under the Noise and excessive vibrations</p> <p>Number of outdoor advertising regulations in place</p>	EMC Noise and Excessive vibrations regulations of 2009.	The Counties regulate the noise from amplifying devices
5	County transport	County roads	The infrastructural development such as road networks in the Counties	EMCA no 8 of 1999 The legal notice no 31 and 32 of 2019	Carry out Environmental Impact Assessment for new road constructions

		Street lighting		The legal notice no 31 and 32 of 2019	EIA license
		Public road transport		The legal notice no 31 and 32 of 2019	Carry out Integrated Environmental and Social Impact Assessment
		Ferries and harbours	For newly constructed harbours should be subjected to Environmental impact assessment	EMCA NO 8 of 1999 Constitution of Kenya 2010 EIA and Audit Regulations Legal notice no 31 and 31 2019	EIA licenses Annual Environmental Audits
6	County planning and development	Land survey and mapping;	When surveying land, the surveyors should preserve the Environmentally sensitive areas such as hill tops and riparian areas	Legal notice number 31 and 32 of 2019 Environmental Impact and Audit Regulations of 2003	EIA Licences Environment audits
		Boundaries and fencing	Large-scale fencing should be subjected to EIA and annual audits.	Legal notice number 31 and 32 of 2019 Environmental Impact and Audit Regulations of 2003	EIA licensing Zoning plans
		Housing	Subject the housing projects to Environmental Impact Assessment	Legal notice number 31 and 32 of 2019 Environmental Impact and Audit Regulations of 2003	For large scale housing, it's important to carry out Environmental impact assessment
7	Pre-primary education , village polytechnics home craft centres and childcare facilities	Pre-primary education	For Construction ESIA should be carried of such facilities	EMCA no 8 of 1999 Legal Notice no 31 and 32 of 2019 Annual Environmental Audits	EIA licenses Audit reports
		village polytechnics			
		home craft centres			
		childcare facilities			
		Others			
8.	National Government policies on natural resources and environmental conservation	Soil conservation	No of conservation structures/technologies in place	Agriculture Act	Reports on Conservation structures in place.
		Water conservation	No of water Storage infrastructure in individual levels	EMCA no 8 of 1999	Reports on Water storage infrastructure in place at individual levels
		Forestry	No of environmental impact assessments	Legal notice number 31 and 32 of 2019 Environmental Impact and Audit Regulations of 2003	Environmental impact Assessment reports

		Mining	No of Environmental impact Assessment held	Environmental management act 1999	Environmental impact assessment reports
			Mining regulations domesticated by the County	Environmental management act 1999	Domesticated regulation
			Number of Mining Community Agreements in place	Mining Act 2016	Reports/ agreements
			No. of stakeholders sensitized		Reports
			Mining strategy in place		strategy
			No. of mining sites mapped		Maps
			Number of mining sites rehabilitated		Reports/site verification visits
			Annual mining Environmental Audits and improvement orders in place		Environmental management act no 8 of 1999
		Quarry sites	Annual environmental audits and improvement orders Quarry rehabilitation plans and decommissioning plan	Mining act 2016 Environmental management act no 8 of 1999	Licenses Reports/ plans
		Water services	No. of artisanal and small-scale miners committee licensed	EMCA No 8 of 1999 Legal Notice no 31 and 32 of 2019	Licenses

Other Indicators					
III	Oversight Legislations Representations	Policies	Subjected to the Strategic Environmental Assessment	EMCA no 8 of 1999	SEA approvals
		laws	Subjected to the Strategic Environmental Assessment		SEASEA approvals
		Regulations			Customised to the national regulations
VI	Policies & legal frameworks Resources	Development of policies and legal frameworks	Use the national laws and regulations as the model laws and regulations	EMCA no 8 of 1999	Subject laws , policies and programmes to Strategic Environmental Assessment
VII	Intergovernmental Relations	Policies and laws and frameworks	Each County should prepare County Environmental Action plans alongside the State of Environment Reports. The CEAPs should be incorporated into the CIDP. Hence allowing for the implementation of the Environment agenda	EMCA no 8 of 1999 Environmental Impact Assessment and Regulations of 2003	CEAP mainstreamed into the CIDP of the Counties
VIII	Capacity building & technical programs	Training	Training of the County Environment Committees	EMCA no 8 of 1999	Training carried out on different aspects of the Environment Training modules and materials
XIII	Climate change	Policies and legal frameworks	No. of policies developed.	EMCA no 8 of 1999 Environmental Impact Assessment and Regulations of 2003	Inventory and reports of developed policies
			No of policies/ plans/ programmes subjected to strategic Environmental and social Assessments.		Verification reports and Licenses

			Number of projects subjected to Environmental and social Assessments	Climate Change Act of 2016	Verification reports and Licenses
			No. of legal frameworks developed		Inventory and reports of legal frameworks
			No of policies, plans, programmes being implemented / ongoing		Reports and physical verification.
			No. of mitigations measures instituted		Inventory of mitigation measures
	Sector forums		No. of multi sectoral forums established		Inventory of multi sectoral forums established and operational
			No. of stakeholders sensitized on climate change		Sensitization Report attendance lists
			No. of interventions initiated for climate change resilience		Report /Number of interventions initiated for climate change/. Site verification visits
	Budget		Amount of funds allocated for climate change		Budget allocated
			% of funds absorbed		Funds absorption schedules/Report
			No. of sensitizations campaigns on low carbon technology		Inventory of sensitization campaigns on low carbon technology
			Number of low carbon technology projects		Reports on low carbon projects

		Mainstreaming of climate change response in development planning	Financing locally led climate Actions	Climate Change Act of 2016	Counties to put in place structures of resilience
		Resilience and adaptive capacity	Counties to domesticate the attendant regulations on climate change	Climate Change Act of 2016	Tree planting done in all Counties to mitigate Climate change.

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
Implementation of specific National Government policies on natural resources and environmental conservation	Mining	No. of regulations domesticated by the Counties Mining sites rehabilitated Number of mining community agreements.	Mining Act 2016 Environmental Management and coordination act 1999	Approved and adopted mining regulations
		No. of stakeholders sensitized		Reports
		mining strategy in place		Strategy
		No. of artisanal and small-	Chair of the committee is a	Committee

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data				
		scale miners committee Annual Environmental Audits and improvement orders	rep of the Governor. Secretary is a rep of the CS					
Quarries		Quarries rehabilitation plans and decommissioning plans Number of annual Environmental Audits and Improvement orders	Mining act 2016 EMCA no8 of 1999					
Wildlife habitats and ecosystems	Restoration of habitats, development of management plans and securing wildlife corridors	No. of ecosystems and habitats restored.	Ecosystem Restoration inventory and reports Physical Verification					
		Area of habitats restored	Verification Report					
		Area of ecosystem restored	Reports and Physical verification					
		No. of trees planted.	Tree planting inventory and reports					

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data			
		No of Species of trees planted					
		No. of Management and guidance plans developed	No of plans developed				
		Percentage of plans/programmes/policies subjected to strategic Environmental Assessments	Inventory of NEMA licenses and reports				
		Percentage of projects subjected to Environmental Impact Assessments./ Audits	Reports and licenses				
		No. of Management and guidance plans implemented/ ongoing	Reports				
		No. of key migratory corridors secured	Map of migratory corridors within the county where applicable			Not all counties have migratory corridors	

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
Climate change	Policies and legal frameworks on climate change	No. of policies developed. Number of policies, plans, programs subjected to strategic environmental and social assessments Number of project Subjected to ESIA.	National Climate Change Action Plan NCCAP III (2023 - 2027) Operational Carbon Market Framework	Approved climate change policies
		No. of policies developed.	Inventory and reports of developed policies	
		No of policies/ plans/ programmes subjected to strategic Environmental and social Assessments.	Field Verification reports and Licenses	
		Number of projects subjected to Environmental and social Assessments	Field Verification reports and Licenses	
		No. of legal frameworks developed	Inventory and reports of legal frameworks	Approved legal frameworks

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		No of policies, plans, programmes being implemented / ongoing	Reports and physical verification.	Approved policies ,plans and programmes
	Mainstreaming of climate change response in development planning	No. of multi sectoral forums established	inventory of multi sectoral forums established and operational	Reports
		No. of stakeholders sensitized on climate change	Sensitization Report or attendance lists	Reports
	Developing resilience and adaptive capacity to climate change and integrating low-carbon technology	No. of interventions initiated for climate change resilience	15B trees grown by 2032 Reports / Site verification visits	Reports
		Amount of funds allocated for climate change	Climate change Act 2015 CIDP	Reports
		% of funds absorbed	Funds absorption schedules/Report	

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		No. of sensitizations campaigns on low carbon technology	Climate change Act 2015	Reports
	Stakeholder participation in climate change responses	No. of MOUs passed and signed among stakeholders	Climate change Act of 2015	MOU signed
		Number of low carbon technology projects	Reports	
Water Development plans	County Water development plans	No. of operational water plans	Water Act 2016 section 94(4)	Water plan and reports
Water Act	County water Act development	No. County Water Act developed.	Water Act 2016	Approved County Water Act
Water budget plan (Budgeting for Water activities) in the	County Annual budget	% of funds absorbed	CIDP	Annual reports
Development and Capacity Building of Water Service Providers (WSP)	Establishment of Water Service Providers	No of Water Services Providers	Water Act 2016	County Water Master plan

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		No. of operational Water Services Providers	Standards set out by WASREB	County Water Master plan site visits
Expand water service provision to areas that are deemed commercially viable for water services	County water Masterplan	No. of households with access to portable water	Standards set out by WASREB. Water quality standards by KE BS Water master plan 2030	Annual reports County water master plans
	County water Masterplan	No. of people with access to sanitation services	National water masterplan 2030	County Annual reports. Site visits reports
	County water Masterplan	No. of water supply developed and rehabilitated	Percentage of unaccounted for water	Annual reports
	County water Masterplan	No. of sanitation facilities developed and rehabilitated	Ministry of health guidelines	Annual reports

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
Expand water service provision to areas that are not deemed commercially viable for water services provision	County Water master plan	No. of community managed water supplies developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports
	County Water master plan	No of boreholes developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports
	County Water master plan	No. of community managed dams developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports
	County Water master plan	No of pans developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports
	County Water master plan	No of sub –surface dams (sand dams) developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports
		No of communal water sources/water kiosks/communal standpipes) developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports
Conservation of water catchment areas	County support to WRUAs	No of tripartite water resources Management	The water resources Regulations,2021,97(7)	Signed Memorand

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		memorandum of understanding with WRUAs, WRA and County governments signed		um
	Conserved catchments	No of water catchments conserved	Water resources regulations	Annual reports
Water and sanitation	Water sector development	County Water Act domesticated	County water Act domesticated	
		Amount of fund allocated for water sector	Budget	
		% of funds absorbed	Funds absorption schedule/Report	
		No. Of registered/ operational Water Service Providers	Inventory of water service providers/reports	
		Percentage coverage-per service provider	Contract documents and reports	
		Daily hours of water supply	Reports on water service providers Interviews from the beneficiaries	

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Percentage of water supply versus the demand	Report	
		No. of households with access to portable water	Inventory/ report of households with portable water	
		No. of household with access to sanitation services	Report	
		Percentage of urban areas connected to sewerage lines	Verification Report	
		No of urban areas with ablution blocks	Reports	
		No. of water supply developed and rehabilitated	Inventory of water supply developed and rehabilitated.	
		No. of sanitation facilities developed and rehabilitated	Inventory/ report of sanitation facilities developed and rehabilitated	
		No. of community managed water supplies developed and rehabilitated	Inventory/Report of community managed water supplies developed and rehabilitated	
		No of boreholes developed and rehabilitated	Implementation status of the bore holes developed and rehabilitated	

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		No. of community managed dams developed and rehabilitated	Physical verification and reports	
		No of water pans developed and rehabilitated	Physical verification and Reports	
		Number of shallow wells developed and rehabilitated	Physical Site visits and reports	
		No of sub –surface dams (sand dams) developed and rehabilitated	Field visits and reports	
		No of communal water sources/water (kiosks/communal standpipes, Springs) developed and rehabilitated	Report on developed and rehabilitated water sources	
		No of tripartite water resources Management memorandum of understanding with WRUAs, WRA and County governments signed	Signed tripartite memoranda of association	
		No of water catchments conserved(Springs, wetlands, forests, Hilltops)	Reports	
POLLUTION MANAGEMENT	SOLID WASTE MANAGEMENT.	Domesticate the Environmental Management and coordination waste management regulation 2024	Domesticated regulation	

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Number of transportation licenses issued by the Counties	Licenses issued	
		Number of material recovery facilities within the waste management sites	Reports on material facilities sites	
		Number of vehicles transporting waste should be licensed by NEMA.	Reports and licenses	
		Number of Licensed waste disposal sites with Material recovery facilities	Reports and Licenses	
		No of material Recovery Centers subjected to the ESIA	Reports and licenses	
AIR POLLUTION	Control of air pollution, Noise pollution,	Number of regulations, policies related to air pollution domesticated No of regulations, policies implemented/ enforced No of air pollution incidences reported No of air quality sampling kits in-place	Regulations and policies in place Implementation report Reports Inventory of sampling kits in place	

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
	Other public nuisances and outdoor advertising.			
		No of noise maps established	Noise maps	
		No of noise meters in place	Noise meters	
		<p>No. of EMC Noise and Excessive vibrations regulations domesticated</p> <p>No of public nuisances reported and dealt with.</p> <p>Outdoor advertising regulation in place</p>	<p>Enforcement reports Reports</p> <p>Report</p> <p>Enforcement reports and Regulations / policies</p>	
National Government policies on natural resources and environmental conservation	Mining	Regulations domesticated by the County	Domesticated regulation	

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
		Number of Mining community Agreements in place	Reports/ agreements	
		No. of stakeholders sensitized	Reports	
		Mining strategy in place	strategy	
		Mapping of mining sites	Maps	
		Number of mining sites rehabilitated	Reports/site verification visits	
		Annual mining Environmental Audits a and improvement orders in place	Reports and instructions	
		Quarry rehabilitation plans and decommissioning plan	Reports/ plans	
		No. of artisanal and small-scale miners committee licensed	Licenses	

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
	Quarry Sites	Annual Environmental Audits approvals and improvement orders	Reports license	
		Quarry rehabilitation plans and decommissioning plans	Reports	
Human resources management	Human resources	No of technical staff	CIDP	Payroll
	Facilitation	No of vehicles No of well-equipped offices	CIDP	Asset Register

CULTURAL ACTIVITIES, PUBLIC ENTERTAINMENT AND PUBLIC AMENITIES

The national government has been given the mandate to develop national policies, legislation, norms to guide national betting, casinos and other forms of gambling, license national betting casinos and other forms of gambling, carry out research and to promote and coordinate national and international sports and sport education whereas County Governments are assigned with the functions and authority to oversee cultural activities, public entertainment, and public amenities, including cinemas, video shows, and hiring. Article 11 recognizes culture as the foundation of the nation and as the cumulative civilization of the Kenyan people and nation.

Sports, Culture and the Arts Sector plays a crucial role in overall national development. Kenya continues to excel in sports at international level as well as in preserving its cultural identity and the arts. The Sector also contributes to the fulfilment of various regional and international obligations including the Sustainable Development Goals (SDGs) and Africa Union Agenda 2063.

The Sports, Culture, and Arts Sector in Kenya is recognized as a vital contributor to national development and the well-being of its people. It encompasses various facets including sports development, promotion of culture and arts, fostering a reading culture, heritage preservation, and advancing the film industry and music. This sector holds significant potential for job creation and youth empowerment by identifying, nurturing, and leveraging talents in sports and the arts, while also unveiling the rich treasures of Kenya's diverse cultures and heritage.

Broad areas covered under this scope includes;

- a) Betting, casinos and other forms of gambling
- b) Racing
- c) Liquor licensing
- d) Cinemas
- e) Video shows and hiring
- f) Libraries

- g) Museums
- h) Sports and cultural activities and facilities and
- i) County parks, beaches and recreation facilities

The matrix below presents performance indicators, service delivery standards and means of verification that is used for performance assessment.

Cultural Activities, Public Entertainment and Public Amenities Indicators

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any	Means of verification /source of data
1	Cultural activities, public entertainment and public amenities	Betting, Casinos other forms of gambling;	<ul style="list-style-type: none"> No of policies and legislations domesticated. No of betting and casinos 		Domesticated Policy, Mapping

Reference documents include among others; -

i. National Culture and Heritage Policy 2021

	<ul style="list-style-type: none"> • mapped. • No of single business permits issued to betting, casinos and other gambling dens. • No of betting and control complaints handled. • No of periodic M&E exercises undertaken on betting lotteries and gaming. • No of county specific legislations developed and implemented on betting and other forms of gambling. • No of inspections done. • No of licenses issued for price competitions and promotions within the county. 		<p>reports, Policies and legislations in place, Complaint handling report, M&E reports, and Inspection reports.</p> <p>Source of Data Complaint book</p>
<p>Racing;</p>	<ul style="list-style-type: none"> • No of policies and legislations developed on racing. • No of racing events held. • No of county specific standards and norms developed and implemented. • No of periodic M&E exercises undertaken on racing. • No of county racing conflicts 	<ul style="list-style-type: none"> • Standard s set in participat ion guideline s per disciplin e 	<p>The policies and legislations in place, Racing reports, M&E reports, Implementation Reports, Conflict</p>

<p>ii. National Music Policy 2021</p> <p>iv. Traditional Knowledge and Cultural Expressions Act 2016</p> <p>v. Museums and Heritage Act 2006</p> <p>Vi. Sports Policy, 2002</p>		<p>handled.</p> <ul style="list-style-type: none"> • No of county racing, activities licensed and inspected. • No of capacity, building meetings held to the industry. • No of medals and awards won per event • No of registered participants per event • No. of events held per discipline • Classification of participants <ul style="list-style-type: none"> • Policy, Legal and Institutional frameworks • Sports Policy and Act • Budget allocation • Technical sports personnel 	<p>resolution reports, Meeting reports.</p> <p>Source of Data Complaint book</p>
	<p>Liquor licensing;</p>	<ul style="list-style-type: none"> • No of liquor licenses issued on sale, production, distribution, promotion, consumption and use of alcoholic drinks. • No of single business permits issued to liquor dens. • No of public participation forums 	<p>List of premises issued with licenses, SBPs, Attendance lists,</p>

			<p>on the number of alcohol outlets to be licensed.</p> <ul style="list-style-type: none"> • No of licensed outdoor alcoholic adverts. • No of established and operationalized rehabilitation centers. • No of enforcement measures implemented on elimination of illicit alcohol trade. • No of training held for the regulators. 	<p>Reports, Completed rehab centers, Enforcement implementation reports and Training reports</p>
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FIRE FIGHTING AND DISASTER MANAGEMENT

COUNTY EMERGENCY OPERATION PLANS IN KENYA

Kenya, like many other countries, has experienced an increase in the frequency of disasters over the past two decades. These disasters are driven by climatic occurrences and natural hazards such as droughts, floods, landslides, and epidemic outbreaks. Coupled with man-made disasters, they destroy infrastructure, divert planned use of resources, and interrupt social systems and economic activities. These disasters are a key impediment to sustainable development.

The 2020 National Emergency Response Plan (NERP) sets out the overarching framework for all levels of emergency preparedness and response (EP&R) in Kenya, establishing key structures for coordination at the national, county, sub-county, and local levels. Each county is required to produce a County Emergency Operation Plan (CEOP) that sets out how national EP&R policies and structures will be delivered at the county level and provides additional county specific context with localized information on hazards and risks. The CEOP also identifies key EP&R stakeholders and responder resources at the county level, along with the facilities that are available to support emergency management.

The NERP and CEOPs establish multi-agency and multi-sectoral arrangements for EP&R that recognize the principle of subsidiarity, establishing a tiered emergency response structure that allows communities and responders to effectively prepare for, and respond to, any disasters occurring. The CEOP provides detailed guidance and instructions on how EP&R arrangements described in the national plan are to be operationalized at the county level. To enable all levels of government to work together effectively, a common structure for emergency preparedness and response is required. The purpose of this Guidance Note is to provide that common structure for CEOPs and to assist county governments, working in partnership with other stakeholders, to produce their CEOPs and to identify any additional sectoral or hazard-specific plans that may be required for the county

Objectives of the CEOP

The objectives of the CEOP are as follows:

- i. Establishes a comprehensive multi-agency, multi-jurisdictional, and ‘all hazards’ framework for the effective management of emergency response in the county. This includes associated preparedness activities essential to enable an effective response to be made, such as the preparation of plans, undertaking of training, conduct of drills and simulations.
- ii. Establishes a resilient system of multiagency coordination and incident command that can be applied at the county and sub-county level.
- iii. Defines key roles and responsibilities for emergency management functions, establishing the conditions under which responders from different levels of government and private or external partners are mobilized, and providing a description of the organizational concepts and structures used to coordinate actions of response stakeholders at the county and sub-county levels.
- iv. Provides a set of preparedness concepts and principles that can be applied in responding to any hazard and at any level, supported by common operating protocols, operational priorities, and general strategies for ensuring interoperability and effective information management.
- v. Establishes standardized resource management procedures that enable coordination among different jurisdictions or organizations.
- vi. Ensures a scalable approach, so it may be used for all emergency incidents (from routine day- to-day emergencies to large scale emergencies that exceed the county capacity); and
- vii. Ensures a dynamic system that promotes the coordination of different institutional and sectoral
- viii. Response partners and maintenance of effective plans.

Emergency Level	Definition of each level	Role of National Government	Role of county Government
No formal emergency declaration	Minor, localized, emergency events dealt with by community members or the protective, emergency and health services working within their normal arrangements.	None – general monitoring of the situation only.	None – general monitoring of the situation only.
Level 1	Significant localised emergencies that require, or may require, formalised support and coordination at the sub- county level.	Monitoring of the situation.	The formal declaration of a Level 1 emergency, activation of SCDRMC in the impacted sub-county, CDRMC activated to monitor the situation if required.
Level 2	Emergency events that have, or may: 1. Have significant impact and consequences, or	Monitoring of the situation to determine whether Level 3 declaration is required,	The formal declaration of a Level 2 emergency, activation of SCDRMC in all impacted sub-counties.
	2. Overwhelm the capacity of the resources in sub-county, but which do not overwhelm the capacity of the county resources to respond and recover.	advisory role to support CDRMC if not.	Activation of CDRMC to manage the county level response and resources, NDRMC duty officer informed.
Level 3	Emergency events that have or may;	National coordination of emergency response and	Activation of SCDRMC in all impacted sub-counties.

	<ol style="list-style-type: none"> 1. Overwhelm the resources available to a county; 2. Have significant and/or national consequences; and 3. Requires extensive mobilization of national resources to respond and recover. 	<p>management of national response assets through the National Disaster Risk Management Committee with policy guidance provided through the NSC.</p>	<p>Activation of CDRMC to manage county-level response and coordinate use of county and national resources working at county level, liaison with NDRMC.</p>
Level 4	<p>Emergency events that have or may;</p>	<p>National coordination of requests for international cooperation and assistance through the National Security Council.</p>	<p>Activation of SCDRMC in all impacted sub-counties. Activation of CDRMC to manage county-level response and coordinate use of county, national and international resources working at county level, liaison with NDRMC.</p>
	<ol style="list-style-type: none"> 1. Overwhelm the existing national response capacity; and 2. Require the President to seek regional/International assistance. 		

Firefighting and Disaster Management Indicators

Government Agency	Functional areas for the agency as per the fourth schedule	Scope of service under the function	Performance indicators	Performance standards if any	Means of verification/Source of data
Internal Security and National Administration	Firefighting services	Fire prevention and Management	(a) Policy on firefighting services developed and implemented	(a) National Disaster Risk Management Policy	(a) Policy document
					(b) Reports on implementation
		Fire Response and Rescue	- Civilian casualty rate - Time taken to actually extinguish the fire - Firefighting injury rate/ Number of Accidents during rescue		(a) Fire response Reports

			<p>-Public satisfaction rate (surveys, reports and calls from citizens)</p> <p>-Training completion rate</p> <p>-Number of equipment maintenance</p> <p>- Compliance reports</p> <p>-Number of fire hydrants per ward, Mapping of hydrants</p>		
			(b) Time taken to respond to fire emergencies		Actual time taken (1hr?)
	Disaster Management	Disaster Management Policy	(a) Disaster risk management policy developed and implemented in line with the National	(a) National DRM Policy document	(a) Policy document Sendai Framework

Government Agency	Functional areas for the agency as per the fourth schedule	Scope of service under the function	Performance indicators	Performance standards if any	Means of verification/Source of data
			Disaster Risk Management Policy		
					(b) policy Implementation Reports
			County Emergency Operation Plan		County Emergency Operation Plan
			(b) Institutional structures for disaster management established at county level		(a) Established structures for disaster management

			(c) County disaster early warning sector-based systems established in conformity with the National system.	(a) National Early Warning Systems	Documented early warning systems
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Government Agency	Functional areas for the agency as per the fourth schedule	Scope of service under the function	Performance indicators	Performance standards if any	Means of verification/Source of data
			(d) Disaster Early Warning information communicated to communities and other stakeholders		(b) Documented Reports of communities' sensitization
			(e) Civic education carried out and awareness created to communities and other stakeholders		(c) Report of communities' sensitization
		Disaster Prevention	(a) Community sensitizations forums held on disaster prevention		(a) Reports on sensitizations

			<p>-Number of early monitor systems developed and adopted</p> <p>-Number of Public Infrastructure planning Reports</p> <p>-Frequency of capacity building of the community as well as the responders</p>	Sendai Framework	<p>(b)Attendance registers</p> <p>Sendai Framework</p>
			(a) County disaster risk analysis and		(c)Report on disaster risk analysis

Government Agency	Functional areas for the agency as per the fourth schedule	Scope of service under the function	Performance indicators	Performance standards if any	Means of verification/Source of data
			assessments conducted		
		Disaster Preparedness	(a) Capacity built and technical assistance provided to the local communities for disaster preparedness		(a) Report of local communities' capacity building
			(b) Resilience and climate change adaptation strategies and programs developed and implemented in conformity with the National strategies.	(a) National Resilience and climate change and adaptation strategies	(b) Documented strategies and programs on resilience and climate change adaptation strategies

			(c) Civic education conducted and create awareness created on		Reports of awareness creation initiatives
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Government Agency	Functional areas for the agency as per the fourth schedule	Scope of service under the function	Performance indicators	Performance standards if any	Means of verification/Source of data
			disaster risk preparedness at county level		
			(d) County drills and simulation exercises conducted to enhance disaster preparedness		Drills and simulation exercises reports
			(e) County disaster communication strategy developed and implemented		The communication strategy document
			(f) Emergency and Disaster operation center established in the County	National Disaster Operation Centre	Operational disaster center in Counties

			(g) County inventory of disaster risk capabilities and		Inventory of equipment, and documented capacities
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Government Agency	Functional areas for the agency as per the fourth schedule	Scope of service under the function	Performance indicators	Performance standards if any	Means of verification/Source of data
			<p>capacity continuously prepared</p> <ul style="list-style-type: none"> -Stockpiling of foodstuffs and non-foodstuff -Emergency fund set aside for Disaster Preparedness -Safety Installations Compliance Reports 		Sendai Framework
		Disaster Response	(a) Community sensitizations forums held on disaster response		(a) Reports on sensitizations held

			<p>(b) Humanitarian assistance provided at The county level.</p> <ul style="list-style-type: none"> -Accessible Roads – Number of roads not encroached into -Disaster Command Centres set aside -Number of Search and Rescue done -Number of Rescue Centers 		<p>(a) Records of humanitarian assistance provided</p>
		Disaster Recovery	<ul style="list-style-type: none"> -Reports from plans and programs developed -Number of Search and rescue missions done -Number of victims rescued, Number of households settled 		<p>(a) Implementation Reports for recovery plans and programs</p>

			-Post Disaster Assessment Reports -Number of Business Continuity Plans developed		
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CONTROL OF DRUGS

The Fourth Schedule of the constitution assigns the national government some functions that have implications on regulation and control of alcohol promotion and availability. These include telecommunications, radio and television broadcasting, health policy, consumer protection.

Part 2 of the Fourth Schedule to the Constitution assigns the county governments the following functions that have implications on regulation and control of alcohol promotion and availability : promotion of primary healthcare, control of outdoor advertising, liquor licensing, public entertainment, county parks, beaches, recreation facilities, trade regulation and spatial planning Pursuant to the constitutional functional assignment, the national government in 2013 transferred functions previously managed or administered by the national government to county government in accordance with the Transition to Devolved Government Act, No. 1 of 2012.

Further, through the Legal Notice No. 137 of 2013, which provided for the unbundling of functions the national government specifically transferred the following aspects of county functions to the counties. Specifically, the county functions related to promotion and availability of alcohol include;

- Promotion of primary health care, including health promotion, which is the main goal of alcohol control legislation
- Disease prevention and control e.g. prevention and control of non-communicable diseases such as those caused by alcohol use and misuse/abuse
- Licensing of alcohol sale outlets.
- Control of outdoor advertising, which would relate more to the physical placement/location and size of billboards, painting of outdoor places as advertisement, including buildings. The counties would be obligated to comply with the national law in regard to the contents of outdoor advertisement where there is a national standard or norm existing

- Trade licences (issuance of business permits), which is a tool that counties may use to reduce the number of alcohol sale
- Spatial planning, through which counties designate residential areas and commercial areas, determination of population density and limitation of number of alcohol outlets that may be licensed to operate in a specific area/location.

Because of the functional assignment, the national government is responsible for setting the national policy on alcohol control to be adopted by the counties in the implementation of their functions that have implications on alcohol control. Alcohol control is a shared function that is implemented in the concurrent jurisdictions, which implies that there are certain aspects that are controlled or regulated by the national government through the national law and other aspects regulated by the county governments. Counties are required to enact legislation to implement the functions assigned to them, hence the enactment of county alcohol laws.

According to Art. 191 of the constitution on functions implemented in concurrent jurisdictions and conflict of laws, the national law prevails over the county law where—

the national law applies uniformly throughout Kenya, such as the national alcohol law and that standards and conditions for alcohol licensing and control of alcohol availability is a matter that requires uniformity across the nation and the national law provides the uniformity by establishing norms and standards or national policies such as standards, norms and policies for licensing conditions, license operating hours, sale to children, proximity of alcohol sale outlets to schools

- the national law seeks to prevent unreasonable action that may prejudice the economic, health or security interests of the country or impedes national economic unity. Therefore, counties would be prohibited from negating national alcohol law where they enact their laws that propagate increase in alcohol availability contrary to the national standards and norms set under the national law

Key Result Area	Scope of Services under the Functions	Performance indicators	Performance Standard	Source of Data
Drug Control	Adopt and implement national laws policies, and standards on control of drugs	Number of drug control policies, laws, regulations, standards and guidelines adopted and implemented	<ul style="list-style-type: none"> ● International Drug Control Conventions ● Sustainable Development Goals 3 ● NACADA Act of 2012 ● ADCA Law of 2010 ● Narcotic Drugs and Psychotropic Substances (Control) Act, No. 4 of 1994 	County specific Baseline surveys on prevalence of drugs carried out by national government

	Enact County laws on control of drugs;		<ul style="list-style-type: none"> ● ADCA Law of 2010 ● Narcotic Drugs and Psychotropic Substances (Control) Act, No. 4 of 1994 	Policies and laws enacted and implemented
	<p>Regulate liquor licencing by ensuring:</p> <ul style="list-style-type: none"> - 300-meter rule is compiled to; -Public participation to determine the population density and limitation of number of alcohol outlets that may be licensed to operate in a specific area/location, delineation of alcohol-free zones, and prohibiting sale or consumption of alcohol in public places such as public streets, public parks and beaches. 	<p>Number of compliant liquor outlets licenced</p> <p>No. of public participation forums</p>	<ul style="list-style-type: none"> ● ADCA Law of 2010 ● Schedule 4 of the Kenyan Constitution 	<p>Reports of licensed and compliant liquor outlets</p> <p>Notices &Reports on public participation forums</p>

	<p>-Establish a drug control fund from the licencing function</p> <p>Establish a liquor control directorate within the counties</p>	<p>Amount in shillings of monies collected from licencing function</p> <p>Number of meetings held and resolutions/ deliverables implemented</p>		<p>Budgetary allocation for research, prevention and rehabilitation programs</p> <p>Signed minutes for meetings held</p>
	<p>Implement programs and standards for management of persons suffering from substance use disorders.</p>	<p>Number of affordable treatment and rehabilitation facilities (in-patient and out-patient established</p>	<ul style="list-style-type: none"> • National Guidelines for Aftercare 	<p>Report on established and compliant rehabilitation centres</p>

	Capacity build addiction professionals and aftercare support personnel	Number of addiction and aftercare support personnel trained	<ul style="list-style-type: none"> • International Standards for Treatment & Rehabilitation for Persons with SUDs by UNODC • Universal Treatment Curriculum 	Certification, Report and database of trained personnel
	Establish Rehabilitation facilities for persons suffering from substance use and disorders	% of people with substance use disorders treated	<ul style="list-style-type: none"> • National Guidelines for Aftercare • International Standards for Treatment & Rehabilitation for Persons with SUDs by UNODC 	Report on rehabilitated and persons in recovery

	<p>Conduct public education on alcohol and drug abuse</p>	<p>Number of people sensitized or trained on drug control</p> <p>Number of drug prevention professionals recruited in the county public service</p> <p>Number of children and young people and vulnerable populations participating in drug prevention programs</p>	<ul style="list-style-type: none"> ● International Standards for Drug Use Prevention ● Universal Prevention Curriculum 	<p>Training reports</p> <p>Database of prevention professionals</p> <p>Activity reports</p>
	<p>Prohibits false outdoor alcohol advertisements</p> <p>Prohibit alcohol promotion in children's events</p>	<p>% level of compliance achieved</p>	<ul style="list-style-type: none"> ● ADCA Law of 2010 	<p>Reports</p>

	<p>Prohibit outdoor alcohol advertising that encourages consumption of alcohol by children</p> <p>Prohibit outdoor alcohol advertisements within a distance of 300 meters from a nursery, primary and secondary schools</p> <p>or institutions of learning for persons under the age of 18 years, places of worship, health facilities, public playgrounds, road reserves, public property or public service vehicle</p>			
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	<p>Prohibit outdoor alcohol advertising through painting or decorating a residential building</p> <p>Prohibit outdoor alcohol advertisements in residential areas</p> <p>Prohibits manufacture, packing, distribution, sale of alcohol in sachets of in containers less than 250ml</p>			
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CIVIC EDUCATION AND PUBLIC PARTICIPATION

Civic education is an important part of Kenya's development and governance process. For people to effectively participate in national development and the governance process, they require knowledge, information, and civic skills. This is the role that civic education plays in the society. It is a non-formal education, which if effectively utilized, enables people to participate responsibly in public affairs. It also enlightens the government on engagement with citizens and how to respond effectively to concerns of citizens.

Public participation is both a key promise and provision of the Constitution of Kenya. It is instilled in the national values and principles of governance stipulated in Article 10. The Legislature and Executive at both national and county levels are required to engage the public in the processes of policymaking, monitoring and implementation. The Constitution, (Article 174c), provides that one object of devolution is: "to give powers of self-governance to the people and enhance their participation in the exercise of the powers of the State and in making decisions affecting them". Article 184 (1) (c) also requires that mechanisms for participation by residents be included in the national legislation relating to urban areas and cities governance and management

Civic Education and Public Participation Indicators

Scope of Services under the Functions	Performance indicators	Performance Standard	Source of Data
	Functional Civic Education Units	Civic Education Units established and functioning: (a) Formation of CE units included in the Overall county Establishment (b) Dedicated Skilled and qualified staff (c) Approved Work plan and Budget, (d) Programs planned, including curriculum, activities etc. (e) Tools and methods for CE outlined.	County Act, Sec 99-100. ***** County Establishment - Organogram HR Records with Staff Profiles/CV Approved Staff Training Plan -Job descriptions should be clearly outlined. -work plan.
	Counties roll out civic education activities	roll-out of civic education activities – (County Act, art. 100. Reports/MOUs on engagements with CSO/NGOs to Joint initiatives on training of citizens etc.

		Evidence of work plan, Notices/ invites for public participation, attendance list, budget for the activities and Reports	Approved Budgets and Annual Development Plan Progress Reports on programme that are running
	Civic Education Curriculum	Number of counties that have developed and implemented Civic Education Curriculum and training materials Number of counties that have domesticated or used the curriculum in planning and conducting CE activities	Approved and Published civic education curriculum County government Act section100 Manual training handbook -Reports
	National Civic Education Framework implementation	Formation of county civic education implementation structures and committees in 47 counties No of counties cascading the NCEF provision in executing CE structures, Programs, budgets, deliverables, reporting, Partnerships and collaborations	Reports from the PP and CE units and Governors Delivery Units Minutes

Counties set up institutional structures systems & process for Public Participation	Communication framework and engagement.	<p>a) System for Access to information/ Communication framework in place, operationalized and public notices and user-friendly documents shared in advance of public forums (plans, budgets, etc.)</p> <p>b) Counties have designated officer in place, and officer is operational.</p> <p>c) Citizen feedback systems, scorecards, dashboards</p>	<p>County Act, Art. 96.</p> <p>Review approved (final) policy / procedure documents describing access to information system and communication framework and review evidence of public notices and sharing of documents.</p> <p>Review job descriptions, pay-sheets and / or other relevant records to ascertain whether designated officer is in place; review documents evidencing activities of the designated officer (e.g. reports written, minutes of meetings attended etc.)</p>
	Public participation policy, Act and Guidelines	<p>Implementation of the public participation policy and guidelines</p> <p>Annual work plan budget link with policy pronouncements</p> <p>No of regulations/legislation prepared to implement the policies e.g. the Project Management Committees (PMC).</p> <p>.</p>	<p>There is a need to have a document that will measure the efforts made towards the implementation of the projects/activities.</p> <p>It will enhance accountability and oversight</p>

		<p>Standard operating procedure developed in line with specific policies</p> <p>Evidence of the implementation of policy provisions.</p>	
	<p>Participatory planning and budget forums held</p>	<p>a) Participatory planning and budget forums held in 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 MODA.</p> <p>d) forums are structured</p>	<p>PFM Act, Art. 137.</p> <p>County Act, 91, 106 (4), Art. 115.</p> <p>Invitations</p> <p>Minutes/Reports from meetings in the forums.</p> <p>List of attendances,</p> <p>Meetings at ward levels,</p> <p>Link between minutes and actual plans.</p> <p>List of suggestions from citizens, e.g. use of templates for this and reporting.</p>

		<p>e) 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>g) Number of forums sensitized on all the programs implemented in the county by different development partners</p>	<p>Feedback reports / minutes of meetings where feedback provided to citizens</p> <p>To reduce wastage of resources and duplication of projects</p>
	Citizens' feed back	<p>Citizen's feedback on the findings from the C-APR/implementation status report.</p> <p>Automation of feedback received through online platform, petition and surveys (Mobile systems)</p> <p>Efforts made towards automated system engagement (call centres).</p> <p>Grievance Redress Mechanisms to capture number of grievances captured and how the varying parties resolved it.</p>	<p>Records of citizens' engagement meetings on the findings of the C-APR.</p> <p>Improve on efficiency in service delivery</p>

		Evidence of citizen feedback from the activities implemented	
	County core financial materials, budgets, plans, accounts, audit reports and performance assessments published and shared	<p>Publication (on county web-page, in addition to any other publication) of:</p> <ul style="list-style-type: none"> i) County Budget Review and Outlook Paper ii) Fiscal Strategy Paper 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 vii) Procurement plans and rewards of contracts viii) Annual Capacity & Performance Assessment results ix) County citizens' budget.) 	<p>PFM Act Art 131. County Act, Art. 91.</p> <p>Review county web page.</p> <p>(N.B is covered in Minimum Performance Conditions)</p>

		<p>x) Publication of Budgets, xi) County Integrated Development Plan xii) and Annual Development Plan xiii) The number of counties that has automated the CIDPs and ADP xiv) The number of Counties that has uploaded the CIDPs and ADP in the website</p>	
	Publication of bills	<p>All bills introduced by the county assembly have been published in the national and in county gazettes or county web site, and similarly for the legislation passed.</p> <p>Public Awareness.</p> <p>Introduction of WIFI Centres and screen in the county decentralised units like villages</p>	<p>County Act, Art. 23.</p> <p>Review gazette bills and Acts, etc.</p> <p>Review county web site.</p>
	Monitoring, evaluation, reporting and learning of public participation	<p>No. of M &E, reporting and learning reports</p> <p>Number of activities implemented.</p> <p>Evidence of citizen feedback from the activities implemented.</p>	<p>Feedbacks</p> <p>To monitor the feedback.</p> <p>To inform future action and decision on an activities and projects.</p>

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PUBLIC FINANCE, PLANNING AND MONITORING AND EVALUATION

Public finance is the fuel that drives a country. The constitution places public finance as a critical driver in the governance of Kenya. It provides a means to achieve the commitments the Kenyan people made and ensures that the development desired is achieved. Public finance deals with the economic basis of government activities, government expenditure and government financing including taxation and debt financing. Each level of government has an obligation to set spending priorities, collect tax and incur expenditure.

The Constitution chapter 12 provides how Public finance is managed at two levels of government guided by principles set out in Article 201, which are

- a. Openness and accountability, including public participation in financial matters;
- b. Promotion of an equitable society, and in particular, fair sharing of the burden of taxation, equitable sharing of revenue raised nationally among national and county governments and expenditures that promote the equitable development of the country, including making special provision for marginalised groups and areas;
- c. Equitable sharing of the burdens and benefits of the use of resources and public borrowing between present and future generations;
- d. Prudent and responsible use of public money; and
- e. Responsible financial management and clear fiscal reporting.

Broadly, Public finance is divided into two components namely the expenditure and revenue. In addition, the policies and procedures of public financial management and accounting entails several interdependent functional areas namely: budgeting, procurement of goods and services, management accounting, financial accounting, internal controls including internal audit, financial reporting including external audit accounting systems environment and human resources competencies

Public Finance, Planning and Monitoring and Evaluation Indicators

National Level

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
Authorization of Withdrawal from Public Funds as per Article 228(5) of COK.	Approval of County Exchequer Requisitions	% Compliance with Guidelines for the withdrawal of funds for County Governments	100	OCOB Quarterly Reports
Oversight Role – Overseeing implementation of county budgets.	Monitoring the use of public funds to ensure they are in line with the approved budgets	% compliance with Approved budgets and Ceilings	100	-OCOB Quarterly and Annual Budget Implementation Review Reports (BIRR) - Monitoring and Evaluation Report.
		Budget Absorption Rate.	100	OCOB Quarterly and Annual Budget Implementation

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
				Review Reports (BIRR)
Reporting Role (Article 228 (6))	Preparation of Quarterly, Annual and Special Reports to Parliament and Executive on budget implementation	Budget implementation reports are prepared and submitted under the prescribed formats	Quarterly	OCOB reports
Advisory Role – To promote accountability in the use of public financial resources	Advising county government on improving budget implementation e.g. Low absorption of funds by counties	% Compliance with advisory issues.	100	-OCOB Quarterly Reports.
Formulation, Evaluation and Overseeing Economic and Financial Management Policies and systems for National and County Governments	Designing efficient financial management systems for National and County Governments	% County transactions processed through IFMIS	100	-IFMIS printouts. -Audit Reports.
	fiscal responsibility Principles (Article 107 of PFM Act, 2012)	% County budget allocated to development expenditure	Minimum 30% allocation	County budget reports

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
		% County wage bill to the total budget	Maximum 35%	-County budget reports - OCOB Reports
		% allocation of procurement to marginalized and vulnerable groups (PWDs, Youths, Women)	Minimum 30%	County procurement reports
Developing Annual Legislative Proposals on Intergovernmental transfers	-Preparation of annual Division of Revenue Bill (DORB), County Allocation of Revenue Bill (CARB), County Government Additional Allocations Bill (CGAAB), and County Disbursement schedule for use by counties in developing	Budget Circular issued by the County Executive Committee Member for Finance	By 30 th August of every year	County reports
		CBROP published and submitted to the County Executive Committee	By 21 st October of every year	County reports and websites
		CFSP prepared and submitted to the County Assembly	By 28 th February	County reports and websites
		County Debt Management Strategy Paper prepared	By 28 th February every year	County reports and websites

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
	their County Fiscal Strategy Paper (CFSP), County Budget Review and Outlook Papers (CBROP), Medium Term Debt Management Strategy Paper (MTDS) and budget estimates	County budget estimates prepared and submitted to the County Assembly	By 30 th April every year	County reports and websites
		County Appropriation Bill prepared and submitted to the County Assembly	By 30 th June	County reports and websites
		County Finance Bill prepared and submitted to the County Assembly	By 30 th June	County reports and websites
Issuing Guidelines and standards on Financial Reporting	Uniform accounting standards are applied by county governments and their entities	% compliance with Financial reporting templates issued by the Public Sector Accounting Standards Board	100	County reports
Strengthening Financial and Fiscal relations between the National and County Governments	Strengthening financial and fiscal relations Including coordinating the handling of IBEC matters, Summit and liaising with COG on	Number of court cases on financial matters	No court case (Cordial relations between the two levels of Government resulting from cooperation and consultations on financial matters)	County reports

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
	intergovernmental matters	Audit opinion	Unqualified	Audit reports
Supporting County Governments in Performing their functions	Timely transfer of funds to County Governments in line with the approved disbursement schedule as well as building the county's capacity to expand its revenue base	Fully funded County budgets (absence of budget deficits)	Balanced budget	County budget reports
		% Revenue targets met	100	COB reports
		Proportion of pending bills to County budgets	Nil (0%)	County financial reports
Administering the Equalization fund.	The National Treasury is mandated to administer the Equalization Fund in line with Section 18 of the PFM Act, 2012 based on the framework contained in the Public Finance Management (Equalization Fund Administration) Regulations, 2021	Equalization Fund absorption rate	100	OCOB Reports

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
4 th Schedule Part 1 (9) National economic policy and planning.	-Technical support to Counties on the Planning function	Number of counties seeking technical support from the State Department for Economic Planning	47	CoG -County-specific -KNBS
County Act, Art. 108, Art 113 and Art. 149.	Economic Policy and Legal Framework	% compliance with the Guidelines for the Preparation of County Integrated Development Plans (CIDPs)	100	County reports
		CIDP prepared and submitted within the timeline	Before the commencement of the Plan period	County reports
		% compliance with the Guidelines for the preparation of County Annual Development Plans (ADP)	100	County reports
		ADP prepared and submitted to the County Assembly within the timeline	1 st September	County reports

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
		% compliance with the Guidelines for the preparation of County Sectoral Plans.	100	County reports
	County M&E System and Frameworks	Planning and M&E Units established	2 or 1(Planning and M&E together)	County Report
		Planning Officers /Economists in each department designated	At least one officer per County Department	County reports
		The budget for both Planning and M&E provided	TBD	County Report
		Number of County M&E Committees established	One Committee	County Reports
		Number of County Quarterly M&E Reports prepared and submitted	Not later than 15 th day after the end of the quarter)	County Reports
	County Annual Progress Reports(C-APR)	County C-APR produced;	By 1 st September	County website
	Evaluation of major projects in the CIDP	CIDP Evaluation report produced	By 1 st September	County reports

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
	County Monitoring and Evaluation System (CIMES)	% Use of County Monitoring and Evaluation System (CIMES) by Counties	100	CoG CIMES Portal
	Mainstreaming of climate change response in development planning	% of mainstreaming of Climate change issues mainstreamed in County plans	100	County reports
Public Participation	Community participation in the development planning process	Public participation conducted during the planning process	Every step	County reports
	County M&E system and frameworks developed	County M&E/Planning unit and frameworks in place.	A) Planning and M&E units established. b) There are designated planning and M&E officer and each line department has a focal point for planning and one for M&E	Staffing structure and organogram. Clearly identifiable budget for planning and M&E functions in the budget.

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
			c) Budget is dedicated for both planning and M&E.	
		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).	Review minutes of the quarterly meeting in the County M&E Committee. M&E plan
	County Planning systems and functions established	CIDP formulated and up-dated according to guidelines	a) CIDP: adheres to guideline structure of CIDP guidelines,	CIDP submitted in required format (as contained in the CIDP guidelines published by NT &SD Planning).

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
			<p>b) CIDP has clear objectives, priorities and outcomes, reporting mechanism, result matrix, key performance indicators included; and</p> <p>c) Annual financing requirement for full implementation of CIDP does not exceed 200% of the previous FY total county revenue.</p>	<p>See County Act, Sec. 108, Sec 113 and Sec. 149.</p> <p>CIDP guidelines, 2013, chapter 4.</p> <p>Cost of CIDP / 5 Compare current ADP with I above</p>
		ADP submitted on time and conforms to guidelines	a) Annual development plan submitted to Assembly by	Review version of ADP approved by County Assembly

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
			<p>September 1st in accordance with required format & contents (Law says that once submitted if they are silent on it then it is assumed to be passed).</p> <p>b) ADP contains issues mentioned in the PFM Act 126,1, <u>number A-H</u></p>	<p>for structure, and approval procedures and timing, against the PFM Act, Sec 126, 1.</p>
		<p>Linkage between CIDP, ADP and Budget</p>	<p>Linkages between the ADP and CIDP and the budget in terms of costing and activities. (costing of ADP is within +/- 10 % of final budget allocation)</p> <p>All annual planning documents should</p>	<p>CIDP, ADP and the budget.</p> <p>The budget should be consistent with the CIDP and ADP priorities.</p>

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
			<p>have been approved by 28th September (Developed and approved by 28th September) and published on the website</p> <p>Development budget is at least 30% of the Total Budget</p>	<p>The costing of the ADP is within +/- 10% of final budget allocation.</p>
	<p>Monitoring and Evaluation systems in place and used, with feedback to plans</p>	<p>Production of County Annual Progress Report</p>	<p>a) County C-APR produced;</p> <p>b) Produced timely by September 1 and</p>	<p>C-APR and ensure that it clearly links with the CIDP indicators.</p>

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
			<p>c) C-APR includes clear performance progress against CIDP indicator targets and within result matrix for results and implementation.</p> <p>(Ad b) Compliance if produced within 3 months of the closure of a FY and sent to Council of Governors for information. This will be done in reference with the County Integrated M&E System Guidelines.</p>	<p>Indicators have been sent to the Cog.</p>

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
		Evaluation of CIDP projects	Evaluation of completion of major CIDP projects conducted on an annual basis.	completed project and evaluations report
		Feedback from Annual Progress Report to Annual Development Plan	Evidence that the ADP and budget are informed by the previous C-APR.	Review the two documents for evidence of C-APR informing ADP and budget
	Projects implemented according to cost estimates	Implementation of projects and in accordance with the cost estimates	Percentage (%) of projects implemented within budget estimates (i.e. +/- 10 % of estimates).	Review budget, procurement plans, contract, plans and costing against actual funding

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
				<p>Review completion reports, quarterly reports, payment records, quarterly progress reports, etc.</p> <p>Review M&E reports.</p> <p>Compare actual costs of completed project with original budgeted costs in the ADP/budget.</p>
	Maintenance	Maintenance budget to ensure sustainability	Maintenance cost in the last FY (actuals) was minimum 5 % of the total capital budgeted evidence	Review budget and quarterly budget execution reports as well as financial statements.

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
			in selected larger projects (projects which have been completed 2-3 years ago) have been sustained with actual maintenance budget allocations (sample of min. 5 larger projects).	
Enhancement of the County Own Source Revenue	Capacity building County governments of revenue enhancement.	% Revenue targets met	100	OCOB Reports
	Performance in revenue administration	Proportion of revenue collected through the County Revenue Fund (CRF)	100	County reports
		% Revenue collection automated	100	County reports
Financial Management	Prudent use of resources	% County budget expenditure to development expenditure	Minimum 30% expenditure	County budget reports -OCOB reports

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
				-IFMIS
PFM Act Cap 412, section 137		The County Budget and Economic Forum (CBEF) established	Every County to establish CBEF in line with the PFM Act 2012	County Reports
PFM Act, Cap 412 section 155(5)		The County Audit Committee established	Every County to establish an Audit Committee in line with the PFM Act 2012	County Reports -OAG Reports
		Quarterly Audit Committee reports prepared and submitted to the Governor	Not later than the 15 th day after the end of the quarter	County reports
		% Implementation of Audit Committee recommendations	100	OAG reports
Submission of Financial statements	Consolidated Financial Statements for Previous FY submitted to the Office of Auditor General by 30th September the	No of Financial Statements submitted	By 30th September	County Report OAG Report Annual financial statements (FSs),

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
	<p>following FY year and National Treasury with required signatures (Internal auditor, heads of accounting unit etc.) as per the PFM Act Sec .116 and Sec. 164 (4).</p>			<p>submission letters to Office of the Auditor General (OAG) + records in OAG.3 months after closure of the FY (30th of September).</p>
<p>Audit opinion</p>	<p>County Assembly Audit report</p> <p>County Executive Audit report</p>	<p>adverse opinion,</p> <p>disclaimer Opinion</p> <p>qualified opinion</p> <p>unqualified opinion</p>	<p>Unqualified</p>	<p>Audit reports from Office of the Auditor General</p>
<p>Procurement</p>	<p>County Assembly</p> <p>County Executive</p>	<p>Up-dated consolidated procurement plan for executive and for assembly</p>	<p>When the budget has been approved, the county procurement plan should be ready and approved by 30th September.</p>	<p>procurement plan</p>

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
Annual planning documents in place	CIDP, Annual Development Plan and budget (approved and published (on-line). (Note: The approved versions have to be the version published on county website) (PFM Act, Sec 126 (4).		All annual planning documents should have been approved by 28 th September (Developed and approved by 28 th September) and published on the website the final development budget allocation.	Move: CIDP, ADP, and budget approval documentation, minutes from council meetings and review of county web-site
<i>budget formulation, resource mobilization and allocation</i>	Budget format and quality	Program Based Budget prepared using IFMIS and SCOA	The annual budget approved by the County Assembly is:	county budget document, IFMIS up-loads,

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
			<p>a) Program Based Budget format.</p> <p>b) Budget developed using the IFMIS Hyperion module</p>	<p>Check use of Hyperion Module: all budget submissions include a PBB version printed from Hyperion</p>
	<p>Budget process follows clear budget calendar</p>	<p>Clear budget calendar with the following key milestones achieved:</p> <p>a) Prior to end of August the CEC member for finance has issued a circular to the county government entities with guidelines to be followed;</p> <p>b) County Budget review and outlook paper – submission to CEC</p>	<p>CEC circular by 31th August</p>	<p>PFM Act, Sec 128, 129, 131.</p> <p>Budget calendar, minutes from meetings (also from assembly resolutions) circular submission letters, county outlook paper, minutes</p>

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
		<p>Finance by 30 September to be submitted to the County assembly 7 days after the CEC has approved it but no later than 15th October.</p> <p>c) County fiscal strategy paper (FSP) – submission (by county treasury) of county strategy paper to county executive committee by 28th Feb, County Treasury to submit to county assembly by 15th of march and county assembly to discuss within two weeks after mission.</p> <p>d) CEC member for finance submits budget estimates to county assembly by 30th April latest.</p>	<p>CBROP by 30th September</p> <p>Submission to C Assembly</p> <p>BY 15th Oct</p> <p>CFSP to CEC by 28th Feb</p> <p>CFSP to CA by 15th March</p> <p>Budget Estimate to CA by 30th April</p>	<p>from meetings and Financial Statements.</p>

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
		e) County assembly passes a budget with or without amendments by 30 th June latest.	By 30 th June	
	Credibility of budget	County Budget (in '000 KS)	3 year rollover	
		a) Aggregate expenditure out-turn compared to the most current budget b) Expenditure composition for each sector matches budget allocations (average across sectors).		the most current budget and the annual financial statements, budget progress reports, audit reports, etc.
		. Share of approved unconditional transfers remitted to the County Allocation of Revenue Act)		
		Aggregated revenues out-turn in % of the original approved budget		

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
		Ratio of own revenues to total spending		
	Development expenditure	Development expenditures as percentage of total aggregated expenditure	30%	
	Wage bill	Wage bill as % of recurrent expenditures		
		Wage bill as % of total Revenue	35% of the total revenue collected from each county.	
		% change in wage bill (of aggregated to total expenditures) compared to last year		
		Share of county expenditures recorded in IFMIS	100%	
		Approved (most recent) budget by sector		

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
Performance in revenue administration	<i>Revenue Enhancement</i>	Automation of revenue collection, immediate banking and control system to track collection.	Revenues collected through automated processes as % of total own source revenue.	
		% increase in OSR from last fiscal year but one (year before previous FY) to previous FY		
		Proportion of own Source Revenue to County revenue potential	100%	Annual Financial Statement from two years. (Use of nominal figures including
Reporting and accounting in accordance with PSASB guidelines	Timeliness of in-year budget reports (quarterly to Controller of Budget) Quarterly reports submitted no later than one month after the quarter (consolidated progress and expenditure reports) as per format in CFAR, submitted to the county assembly with copies to the controller of budget, National Treasury and CRA.	<ul style="list-style-type: none"> Reporting should be done by the 15th of the next month of the Quarter (Quarterly reports). 	Quarterly reports, date and receipts (from CoB).

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
		b) Summary revenue, expenditure and progress report is published in the local media/web-page.		Website and copies of local media for evidence of publication of summary revenue and expenditure outturns.
	Quality of financial statements	Formats in PFMA and CFAR, and standard templates issued by the PSASB board are applied and the FS include core issues such as trial balance, bank reconciliations linked with closing balances, budget execution report, schedule of outstanding payments, and appendix with fixed assets register.		Annual financial statements, bank reconciliations and related documents and appendixes to the FS, date and receipts (from CoB and NT). Ranking of FS by NT (using the County Government

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
				checklist for in-year and annual report), and if classified as excellent or satisfactory, conditions are also complied with.
	Monthly reporting and up-date of accounts, including:	<p>The monthly reporting shall include:</p> <ol style="list-style-type: none"> 1. Income and expenditure statements; 2. Budget execution report, 3. Financial statement including: <ol style="list-style-type: none"> a. Details of income and revenue b. Summary of expenditures 	complete and relevant	<p>Review monthly reports.</p> <p>See also the PFM Manual, p. 82 of which some of the measures are drawn from. FM regulation Sec 54(1)</p>

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
		c. Schedule of imprest and advances; d. Schedule of debtors and creditors; e. Bank reconciliations and post in general ledger.		
	Asset registers up-to-date and inventory	up-to date Assets registers	up to date Asset Register	Review assets register, and sample a few assets. PFM Act. Sec 149. Check-up-dates.
Internal audit	Effective Internal audit function	Internal Audit in place with quarterly IA reports submitted to IA Committee (or if no IA committee, in place, then reports submitted to Governor)	Implementation of the recommendation of internal audit	Review audit reports.

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
				Internal auditing arrangements the PFM Act sec 155
	Effective and efficient internal audit committee	IA/Audit committee established and review of reports and follow-up.		<p>composition of IA/Audit Committee,</p> <p>Minutes etc. for evidence of review of internal audit reports.</p> <p>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</p>

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
				follow-up meetings in the Committee). PFM Act Sec 155.
External audit	<ul style="list-style-type: none"> Audit As prescribed by law i.e. the Public Audit Act and the Constitution 	Total value of audit qualifications (in '000 KS) Total Number of audit queries'	No audit Query'	Audit report from OAG Total expenditure as per reports to CoB.
		Settled audit qualifications in % of value of audit qualifications		
		The county has reduced the value of the audit queries (fiscal size of the area of which the query is raised).		Audit reports from OAG from the last two audits.
	Legislative scrutiny of audit reports and follow-up	Greater and more timely legislative scrutiny of external audit reports within required period and evidence that audit queries are addressed		Minutes from meetings, review of previous audit reports

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
	<p>Improved procurement procedures</p>	<p>Improved procurement procedures including use of IFMIs, record keeping, adherence to procurement thresholds and tender evaluation.</p> <ul style="list-style-type: none"> • Adherence to AGPO regulations (Access to Government Procurement Opportunities). • At least 30% of the procurement opportunities should go to youth, women and PWDS. • Fewer audit queries related to procurement procedures. 	<p>a) 25 steps in the IFMIS procurement process adhered with. (Egp)</p> <p>b) Required procurement reports to PPRA are submitted on time.</p> <p>c) Procurement thresholds a procurement method for type/size of procurement in a sample of procurements are adhered to.</p> <p>d) Secure storage space with adequate filing space designated and utilized –all relevant</p>	<p>Annual procurement assessment and audit by PPRA and OAG</p> <p>Procurements (different size) and steps complied with in the IFMIS guidelines.</p> <p>Reports from tender committees and procurement units.</p> <p>Procurement methods and evaluation reports.</p>

Functional areas	Scope of service under the function	Performance indicators	Performance standards if any	Source of data
			<p>documentation in one place are stored in this secure storage space</p> <p>e) Completed evaluation reports, including individual evaluator scoring against pre-defined documented evaluation criteria and signed by each member of the evaluation team, available for a sample of 5 large procurements</p>	<p>secure storage space and filing space, and for</p>

HUMAN RESOURCE MANAGEMENT

The genesis of performance management in the Public Service in Kenya is traceable to the Economic Recovery Strategy (ERS), Wealth, and Employment Creation of 2003-2007. The broader function of managing Human Resource in the Counties rests with the County Public service Boards and the County Assembly service Boards that are guided by the existing laws and regulations applicable in the broader Public service such as: The Employment Act (2007), and The Public Service Commission Act (2017) and Regulations (2020), the County Government Act (2012) , and various circulars issued by the Public service Commission and the Salaries and Remuneration Commission from time to time. Pursuant to Article 235, the Constitution of Kenya, 2010, the functions of the County public service Boards as provided in Section 59(1) of the CGA (Cap 265) includes;

- a) Establish and abolish offices in the county public service;
- b) Appoint persons to hold or act in offices of the county public service including in the Boards of cities and urban areas within the county and to confirm appointments;
- c) Exercise disciplinary control over, and remove, persons holding or acting in those offices as provided for under this Part;
- d) Prepare regular reports for submission to the county assembly on the execution of the functions of the Board;
- e) Promote in the county public service the values and principles referred to in Articles 10 and 232;
- f) Evaluate and report to the county assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service;
- g) Facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties;
- h) Advise the county government on human resource management and development;
- i) Advise county government on implementation and monitoring of the national performance management system in counties;

- j) Make recommendations to the Salaries and Remuneration Commission on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees.

Successes in County Public Service Management

- a) The Council of Governors adopted the performance management contracting framework in 2018;
- b) The existence of the Human Resource, Labour and Social Welfare Committee in the Council of Governors structures;
- c) some County employees are on performance appraisal process;
- d) Giving effect to the of appellant role of the Public Service Commission in respect of County Government's Public service;
- e) some Counties have customized various PSC manuals and policies aimed at strengthening HRM&D practices to make the County Public Service more responsive and prompter in provision of services to its citizens;
- f) Having County Executive Committee members (CECMs) in charge of the Public Service and administration is a plus with a caucus is step towards improving management of the Public Service. It also creates a forum for knowledge sharing on matters HR;
- g) Some counties have gained HR excellence awards for innovation in HR practices.

Challenges encountered in counties;

- a) Lack of Human Resource Plans, authorized structures and staff establishments that has resulted in ad hoc recruitment of employees, duplication of roles/functions, bloated work force that heavily influences the recurrent expenditure. As such, Counties have a huge wage bill.
- b) Lack of uniform salary structures; different categories of employees are under different pay structures, which result in inequalities, which has resulted in lowering the morale of staff.

- c) Pension management in the Counties; One of the biggest challenges in the Counties is failure by the County authorities to remit statutory deductions. Counties also have employees who are not members to any Pension fund.
- d) Failure to implement the existing Public Service performance management guidelines in totality.
- e) Lack of career progression guidelines.
- f) The use of employee performance management appraisals tool, which lacks emphasis on outcomes and outputs.
- g) Slow migration of the manual payroll to the Human Resource Management Information System.
- h) Non-compliance with Articles to 232 and Chapter 10 of the Kenyan constitution on regional representation, minorities, PWDs, Gender etc.

The biggest challenges faced by counties is developing the capacity to deliver services and track implementation. Performance management is an indispensable requirement for effective county management. Although there are several reasons counties should consider measuring the performance of their programmes and services, the most compelling one is that citizens demand and deserve quality service. The evidence of effective performance management in a county is essentially indicated by improved service delivery. It is fundamentally about driving and monitoring results and the correct Behaviours of people (Standard Digital Media, November 2014).

The framework explores the HRM functional areas highlighting the expected outcomes, indicators necessary to enable successful service delivery in the Counties in order to achieve intended results.

Human Resource Management Indicators

Low Level (Output) Indicators-Public Service and administration, Human Resource and Performance Management			
Indicators	Unit of measurement	Data Collection methodology	Data Source
Approved Organizational structures and appropriate/operational intergovernmental sector forum structures	-No. of approved organizational structures - No. of appropriate/operational intergovernmental sector forums	-Interview -Questionnaires -Visits/Observation -Literature review	-Reports from County Public Service Boards and County Assembly Service Boards -Reports from line Ministries/Departments COG and IGRTC -Reports from the responsible departments in respective counties
Approved or Authorized Staff Establishment (AE).	-No of reports on approved establishment -No. of Reports on approved staff establishment - No. of counties with approved Authorised staff Establishment	-Interview -Head counts -Questionnaires -Visits/Observation -Literature review	-Reports from County Public Service Boards and County assemblies service boards -Reports from CoG -Reports from the responsible departments in respective counties - Report on determination of authorized staff establishment -Report on Headcount exercise -Report from the Auditor General
Approved HR Processes and Procedure Manuals	-Number of reports on approved HR	-Interview -Questionnaires	Reports from County Public Service Boards

	<p>processes and procedure manuals</p> <ul style="list-style-type: none"> - No. of counties with approved processes and procedure manuals - 	<ul style="list-style-type: none"> -Visits/Observation -Literature review 	<ul style="list-style-type: none"> -Reports from COG -Reports from the responsible departments in respective counties
Approved Career Guidelines (Schemes of Service)	<ul style="list-style-type: none"> -No of approved career guidelines -No. of counties with approved career guidelines 	<ul style="list-style-type: none"> - Interview -Questionnaires -Visits/Observation -Literature review -focus group discussions 	<ul style="list-style-type: none"> -Reports from County Public Service Boards -Reports from COG -Reports from the responsible departments in respective counties
Appropriate Staff Grading Structure and nomenclature (designation titles)	<ul style="list-style-type: none"> -Number of reports on appropriate/approved grading structures and nomenclatures - No. of reports on the same 	<ul style="list-style-type: none"> - Interview -Questionnaires -Visits/Observation -Literature review 	<ul style="list-style-type: none"> -Reports from County Public Service Boards and county assemblies boards -Reports from COG -Reports from the responsible departments in respective counties
Existence of negotiated and duly signed Recognition Agreements (RAs) and Collective Bargaining Agreements (CBAs)	<ul style="list-style-type: none"> - Number of negotiated and duly signed recognition agreements and CBAs -No. of Counties with signed recognition agreements - Number of Reports/ Committee minutes on negotiated agreements 	<ul style="list-style-type: none"> - Interview -Questionnaires -Observation -Visits -Literature review -focus group discussions 	<ul style="list-style-type: none"> Reports from relevant county committees and COG
Appropriate Training and capacity development policies and procedures	<ul style="list-style-type: none"> -Number of appropriate capacity development policies and procedures 	<ul style="list-style-type: none"> - Interview -Questionnaires -Visits/Observation -Literature review 	<ul style="list-style-type: none"> Reports from County Public Service Boards and County Assembly Service Boards

	- No. of counties with appropriate capacity and training development procedures	-focus group discussions	-Reports from COG -Reports from the responsible departments in respective counties
<p>Integrated their HR records, Authorized Staff Establishments and payroll data and uploaded cleaned payrolls in the (Government) Human Resource management information system-Ke (HRIS-KE)</p> <p>1. Appropriate HR Records</p> <ul style="list-style-type: none"> ✓ Appointment letter from the right authority (CPSB) ✓ Letter(s) of deployment ✓ Academic and professional certification from recognized institutions ✓ Training reports ✓ Training Needs Assessment ✓ Staff Performance Appraisal System (SPAS) ✓ Skills Gap Analysis Report ✓ Letter(s) of promotion ✓ Letter(s) of re-designation ✓ Uploaded HR records in the HRIS <p>2. Approved or Authorized Staff Establishment</p> <ul style="list-style-type: none"> ✓ Approved functional structure defining the various functional areas and competencies required ✓ Approved Authorized Staff Establishment for every functional area ✓ Workload analysis to determine optimal staffing ✓ Check whether the staffing is as per the authorized establishment for the right skills mix. 	<p>-Downloaded Reports of HR records, Authorized Staff Establishments and payroll data and uploaded cleaned payrolls from the (Government) Human Resource management information system-(HRIS-KE)</p> <p>- No. of Counties with Integrated, clean HR records</p> <p>-No of Counties that have undertaken payroll, HR and skills audit and payroll cleansing</p> <p>- No. of Reports on HR and skills on audit</p> <p>-Reports on HR and skills audit(report)</p> <p>-No of counties that have undertaken with Cleansed payroll data uploaded in HRIS-KE</p>	<p>-Headcount Interview</p> <p>-Questionnaires</p> <p>-Observation</p> <p>- physical verification visits</p> <p>-Literature review</p> <p>-focus group discussions</p>	<p>-Payroll Audit reports</p> <p>- HR and Skills Audit reports</p> <p>-Reports from the Human Resource management information system-HRIS-ke</p>

<ul style="list-style-type: none"> ✓ Uploaded Authorized Staff Establishment in the HRI-ke <p>3. Payrolls</p> <ul style="list-style-type: none"> ✓ Appointment letters ✓ Payroll Register ✓ Statutory deductions (payee, SHA, ns') and their remittance to appropriate authorities ✓ Processing of benefits (gratuity and pension) and other deductions (Saccos, Mortgage, union dues) ✓ Uploaded cleaned payrolls in the HRIS-ke 			
Low Level (Output) Indicators- Performance Management			
<ul style="list-style-type: none"> ✓ Integrated Performance Management Framework for County Government. ✓ Integrated Performance Contracting Guidelines for County Governments. ✓ County Governments Performance Management Information System. ✓ Signed 1st Level Performance Contracts (PCs) for all County Departments, CPSB, and Office of the County Secretary, Office of the County Attorney and any County State Corporations /County Tertiary Institutions prepared in line with the Plans, Approved Budgets and the Integrated Performance Contracting Guidelines. 	<ul style="list-style-type: none"> -Minutes of Negotiations and Vetting of PCs. -No. of signed PCs at all levels. -Signed Staff Performance Appraisals. -Mid-Year Assessment Report. -Annual Performance Evaluation Report. -Staff Performance Appraisal Report. -System generated reports. -No. of staff or Departments awarded for exemplary performance. 	<ul style="list-style-type: none"> -Interview -Questionnaires -Visits/observation -Literature review -Focus group discussions 	<ul style="list-style-type: none"> -County Public Service Boards -Public Service Performance Management Unit -County website -Council of Governors -Public Service Performance Management Unit

<ul style="list-style-type: none"> ✓ Signed Cascaded Performance Contracts for 2nd, 3rd and the Staff Performance Appraisals for all other cadres. ✓ Quarterly Performance Reports. ✓ Mid-Year Assessment Performance Report County Departments and Agencies on Performance Contracts. ✓ Annual Performance Evaluation Report for all County Departments and Agencies on Performance Contracts. ✓ Staff Performance Appraisal system 			
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AUTOMATION

DIGITAL SUPERHIGHWAY

Kenya currently hosts six submarine cables; the East African Marine System (TEAMS), the Eastern Africa Submarine Cable System (EASSY), SEACOM, Djibouti Africa Regional Express (DARE), Pakistan & East Africa Connecting Europe (PEACE) and Lower Indian Ocean Network (LION II)

The government has built a total of 534km of last mile connectivity mainly connecting 1650 key public institutions and offices to offer service delivery through programmes such as Government Common Core Network (GCCN) – Metro connecting Government buildings within Nairobi; County Connectivity Programme (CCP) – Connecting some Government Institutions in 46 counties; Installation of Public Wi-Fi hotspots in marketplaces, bus stops and County headquarters. ; 1,450 digital village hubs, for development of digital skills. The Government has placed e-citizen platform at the centre of our service delivery.

The on boarding National and County Government services on e-citizen is being expedited for future ease of service delivery to the people. Further Gathering, Packaging and Dissemination of information to the public on government programmes and projects and Government Advertising Services on online platform

Automation Indicators

Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance Standard if any
Automation and Digital Technology	ICT Policy Development and Implementation	County ICT Policy	County ICT policy framework aligned to National ICT Policy 2019
	E-Government Services	E-county government services on-boarded on the e-citizen platform	e-county government services on-boarded on the e-citizen platform
	ICT Strategy	County ICT strategy	County ICT strategy aligned with national development goals
	Digitalization and Automation Strategy	Citizen-facing and Back-office processes	Citizen Integrated Systems
	Digital Infrastructure	ICT connectivity to all	ICT connectivity to all

		the unserved and underserved corners of each county	the unserved and underserved corners of each county
	Data management mechanisms	Sector specific data automation	Effective planning and decision support
	Emerging technologies	Incorporation of emerging technology in public sector services	National Artificial Intelligence Strategy 2025 – 2030
	Data protection and cyber security management	Conformity and compliance to regulatory legislation	Data Protection Act 2019
	Digital Government services, products and data management		Provision of information and services to citizens, businesses, government employees and other stakeholders.
			The provisioning key to improving productivity, efficiency, effectiveness and governance in all sectors.
			Achieving a fully digitized ecosystem will result in processing of large volumes of data, this means that proper data handling and management will have to be adopted to ensure that users are protected accordingly

GOVERNANCE, OVERSIGHT AND LEGISLATION

GOVERNANCE, OVERSIGHT AND LEGISLATION

Introduction

The Constitution of Kenya establishes a governance structure that recognizes sharing and devolution of power and resources and is as among the national values and principles of governance. It creates two levels of government, both at the national and the county level. The National Government comprises of three (3) arms: The Executive, The Bi-Cameral Legislature and The Judiciary. The County Governments on the other hand comprises of the County Executive and County Assemblies.

County assemblies have been in existence since the entry of county governments in March 2013. County governments inherited the administrative structures and facilities that belonged to the defunct local authorities that existed in the pre-2010 era. However, the role of county assemblies, including that of oversight, differed fundamentally from the former local authorities as it mirrors the legislature at the national level.

Legislative power in Kenya since 2010 has been devolved in two levels: National and county governments. The CoK under Article 1 (3) stipulates that the sovereign power be entrusted to parliament and the legislative entities in county governments. County Assemblies trace their origins to the CoK (2010 while the County Government's Act, (CGA) Cap 265 operationalized and gave the County Assemblies their legal backing. Article 185 of the CoK (2010) further outlines the legislative authority of the county assemblies, which is entrusted to the county assembly.

There are forty-seven (47) County Assemblies in Kenya established under Article 176 (1) of the Constitution. As envisaged by Article 177 (1), the Assembly consists of members elected by registered voters of the Wards, each Ward constituting a single member constituency. The Assembly further consists of a number of special seat members necessary to ensure that no more than two-thirds of the membership of the Assembly are of the same gender and the number of members of marginalized groups, including persons with disabilities and the youth all nominated by political parties in proportion to the seats received in that election in that County by each political party. A County Assembly is elected for a term of five years.

Members of County Assemblies have three major roles: **Legislation, Representation and Oversight.**

The Legislative Authority of County Assembly is vested in and exercised by its County Assembly.

A county Assembly while respecting the Principle of Separation of Powers, may exercise Oversight over the County Executive Committee Members and any other Executive Organs

The Role of County Assembly

- a) Vet and approve nominee for appointment to county public offices as may be provided for in ACT or any other Law
- b) Perform the roles set out under Article 185 of the Constitution;
- c) Approve the budget and expenditure of the county government in accordance with Article 207 of the Constitution.
- d) Legislation as contemplated in Article 220 (2), Constitution, guided by Articles 201 and 203 of the Constitution
- e) Approve the borrowing by county government in accordance with Articles 212 of the Constitution
- f) Approve County Development Plans
- g) Perform any other role as may be set out in the Constitution

The Role of the Members of the County Assembly (MCAs)

The major role of the Members of the County Assembly is legislation, representation, and oversight. In addition, the County Governments Act stipulates the role of the Members of the County Assembly (MCAs) under Section 9.

A member of a county assembly shall—

- (a) maintain close contact with the electorate and consult them on issues before or under discussion in the county assembly;
- (b) present views, opinions and proposals of the electorate to the county assembly;
- (c) Attend sessions of the county assembly and its committees;

(d) Provide a linkage between the county assembly and the electorate on public service delivery; and

(e) Extend professional knowledge, experience or specialised knowledge to any issue for discussion in the county assembly.

A member of the county assembly shall not be directly or indirectly involved in the

(a) Executive functions of the county government and its administration; or

(b) Delivery of services as if the member were an officer or employee of the county government.

The Legislative plays a key role in making laws or budget processes, is expected to offer adequate checks, and balances to the executive. Parliament in democracies are considered as one of the key single most representative institutions since they derive their legitimacy from the people. County Assemblies are thus a reflection of the Parliament.

County Assemblies are at different performance levels of their role on implementation of the devolved functions given their contextual realities with some achieving more than others achieve. There is therefore need to assess the effectiveness of County Assemblies in passing laws and legislations that address the devolved functions as provided for under the fourth Schedule of the CoK. A county assembly should have adequate, parliamentary facilities.

Performance indicators-Legislative, Representation, Oversight, policies and legal framework

Key result area/function	Scope of services under the functions	Performance indicators	Performance standard if any	Means of verification of data	Source of data
The Legislative, Representation, Oversight, policies and legal framework	Enhanced capacity to legislate				
	law-making and scrutiny process	<ul style="list-style-type: none"> • Number of induction/training and study tours conducted • No of laws and policies improved 		-Reports	CG 2012 CoK 2010
	Enactment of laws and policies	<ul style="list-style-type: none"> • Number of laws and policies enacted 		Report Enacted Acts, Assembly Hansard, Gazette Notices	CG ACTS 2012
	Efficient and effective operation procedures				
	develop/ review Standing Orders	<ul style="list-style-type: none"> • County Assembly Standing Orders developed 	Standing Orders revised every 5 years or as needed	Updated document published and adopted	CG ACT 2012
	Adherence to County Assembly Standing Orders	<ul style="list-style-type: none"> • Sensitization of MCAs on County Assembly Standing Orders 	100% of MCAs sensitized within 3 months of review	Training attendance lists, Reports	CG ACT 2012
	Efficient and timely access to the Hansard	<ul style="list-style-type: none"> • Number of MCAs able to access the Hansard • Availability of Updated Hansard guide to conform with the County Assembly Standing Orders 	Hansard published within 48 hours of session	Report, Hansard access logs, feedback forms	CG ACT 2012
	To enhance self-governance through democratic, accountable and transparent exercise of power				
	Transparent exercise of power	<ul style="list-style-type: none"> • Percentage of public with access to information 	100% access via County portals and public forums	report	-CG ACT 2012 -CoK 2010

	Holding regular public consultations	<ul style="list-style-type: none"> • Frequency of consultation with the public • Number of consultations 		report	CoK 2010
An informed electorate					
	Civic education	<ul style="list-style-type: none"> • Quality of engagements on the county government, its structures and functions; citizens' rights and responsibilities • % of citizens with knowledge on the county government, its structures and functions; citizens' rights and responsibilities 		Report	-CG ACT,2012 - CONSTITUTION 2010
	clamor for accountability of county government officials	<ul style="list-style-type: none"> • Percentage of citizens agitating for accountability from county government officials • Periodic assessment of performance of county government officials 		Reports, Annual survey, Performance audit reports	-CoK 2010 -CG ACT 2012 -PFM ACT 2012
Inclusive decision-making processes					
	public participation	<ul style="list-style-type: none"> • Percentage of citizens participating in decision making processes • Quality of engagements in public forums • No. of Civic education on public participation 		Forum minutes, photos, signed attendance list	-CG ACT 2012 -CoK 2010
	inclusion of marginalized groups in decision making	<ul style="list-style-type: none"> • Percentage of citizens from marginalized groups participating in 		reports	

		decision-making processes			
Enhanced capacity of MCAs to oversee county budget					
engagement in the budget process	<ul style="list-style-type: none"> No. of consultative and Sensitization forums on the process of budget scrutiny Frequency of engagement budgetary processes No. of county assembly staff Sensitize on budgetary processes 		Report, Forum minutes, Attendance list	PFM ACT 2012 -CoK 2010	
Efficient utilization and allocation of county resources					
Funds allocation	<ul style="list-style-type: none"> No. of guidelines and procedures develop on allocation of public resources Rate of incidences of misappropriation of funds reported 		-CG Reports -auditor General report	PFM ACTS ,2012	
procurement plans	<ul style="list-style-type: none"> No. of development procurement plans develop No. of sensitization of directorates on procurement plans 		Report, Procurement plan documents, Attendance lists	-County government ACT 2012 -PFM ACT 2012	
Affirmative action	<ul style="list-style-type: none"> Develop guidelines and procedures to implement 30% affirmative action in public procurement 	30% of tenders awarded to target groups	Reports		
Quality public service delivery	<ul style="list-style-type: none"> Availability of clear guidelines and procedures on vetting of public officials No. of customer satisfactory surveys No. of relevant policies and laws enacted 	All senior appointments vetted; 1 annual satisfaction survey	Report	CG ACT 2012 -CoK 2010	

		<ul style="list-style-type: none"> • Number of citizens receiving satisfactory public services • Number of citizens accessing public services 			
	Transparent and accountable leadership	<ul style="list-style-type: none"> • Number of successfully prosecuted corruption cases reported • No. of public complaints received and forwarded to relevant agencies for actions • Nature of cases coming before Assembly committees 	100% of complaints forwarded	reports	CG ACT 2012 -CoK 2010

CHAPTER FOUR: IMPLEMENTATION MECHANISM

Stakeholder, Roles and Responsibilities

The following are the key stakeholders and their roles and responsibilities.

Stakeholders	Stakeholders' roles and responsibility
Ministries, Department, and Agencies	Provide policy direction in the context of their mandate and National Agenda Offer Capacity and Technical Support specific to their mandates.
Constitution Commissions and Independent Offices	Enhance Governance and accountability in the context of their mandate and National Agenda Offer Capacity and Technical Support specific to their mandates.
County Government	Undertake self-assessments Formulate capacity intervention plans Adopt and implement the framework
The Intergovernmental Relations Structures	Support intergovernmental relations in the implementation of the framework
Parliament	Enact appropriate Legislation for the implementation of the framework Appropriate resources to finance the framework
Development Partners	Offer technical support Support the framework implementation
Academia	Research Support to the framework
Non-State Actors	Advocacy and outreach

Private Sector Players	Undertake PPP initiatives
Citizens	Social audit Public participation

IMPLEMENTATION COMMITTEES

The framework will be implemented through the following committees;

Steering Committee (SC)

The Steering Committee shall provide overall policy direction and leadership in the implementation of the framework and consider recommendations from the National Technical Committee.

The membership of the committee shall comprise of :- the Cabinet Secretary responsible for intergovernmental relations; Chairperson for the Council of County Governors (CoG) ; Chairperson of Intergovernmental Relations Technical Committee (IGRTC), Cabinet Secretary responsible for; the National Treasury, Public service, Housing, ICT, Public Works, Health, Agriculture, Trade and Industrialization, Interior and National Administration, Water and Sanitation, Environment and any other member co-opted on need basis.

This committee will be co-chaired by the Cabinet Secretary responsible for intergovernmental relations and the Chairperson for the Council of County Governors (CoG). The Principal Secretary for State Department responsible for Intergovernmental Relations will be the secretary to the Steering Committee.

The committee will meet at least twice a year.

National Technical Committee (NTC)

The NTC will be responsible to the SC and members will comprise of Principal Secretaries responsible for; Intergovernmental Relations, The National Treasury, Public Service, Housing, ICT, Public Works ,Health, Agriculture, Infrastructure, Trade and Industrialization, Planning, Urban development, Performance Management, Environment,

Water, Internal Security and National Administration, the Chief Executive Officers for; SRC, IBEC.COG, IGRTC, CRA, COB ,KNBS and any other members co-opted on need basis.

The NTC will be chaired by the Principal Secretary State Department responsible for Intergovernmental Relations.

The roles and responsibilities of the NTC are;

- a) Coordinate generation of baseline data on County Governments and the identified indicators
- b) Periodically review and define performance indicators
- c) Guide on the indicators to be used on the implementation of the framework
- d) Develop annual work plans for performance assessments
- e) Build consensus with stakeholders on the performance indicators to be assessed on each cycle
- f) Oversee periodic data collection
- g) Advise on data management strategies to ensure its safety, quality, reliability, validity and timeliness
- h) Coordinate implementation of annual performance reports including capacity building and technical support to counties initiatives
- i) Track implementation of performance assessment recommendations
- j) Advise on responsible institutions and approaches on independent assessments
- k) Coordinate periodic reports to the SC for submission to the Summit, Cabinet, Parliament and County Assemblies
- l) Any other role assigned by the SC or the Summit
- m) Implement and review the Capacity support activities on behalf of the steering committees on a regular basis;
- n) Promote the exchange of views, experiences, research and best practices, and facilitate improved co-operation among National, County, the private sector, Development Partners and academia;
- o) Enhance communication and engagement with Development Partners and other stakeholders in supporting capacity support.

- p) Provide guidance to the MDAs, and county governments with regard to the development and review of Standard Operating Procedures;
- q) Monitor, evaluate, and report on implementation of Capacity Support;

The State Department responsible for intergovernmental relations shall offer secretariat services for steering and National coordination.

County Technical Committee (CTC)

The County Government Technical Committee (CTC) will facilitate the development and ensure implementation of the Performance Assessment work Plans. Members of the committee shall comprise of County Secretary, County Assembly Clerk, and CECM for Public Service Administration and Management, CECM - Finance, town/city managers, Secretary - County Public Service Board, and any other representatives who may be co-opted for specific meetings and issues. The County secretary shall be the chairperson of the committee and chief officer -public service department will offer secretariat services.

The roles and responsibilities of the CTC will be to;

- i. Develop performance assessment work plans and budgets as recommended by the SC
- ii. Coordinate data collection from the various departments and for that purpose may establish and resource a performance management unit
- iii. Undertake periodic self-assessment
- iv. Obtain Governor's approval for self-assessment to be shared with the SC
- v. Provide necessary information to the National Technical Committee and the Secretariat
- vi. Coordinate implementation and monitoring of recommendations from the SC
- vii. Participate in intergovernmental consultations organized from time to time
- viii. Develop, implement and review the Capacity support activities
- ix. Provide a forum for co-ordination and harmonization of government and donor funded Capacity support initiatives directed at county governments

- x. Promote Peer to peer learning
- xi. Create community awareness for effective participation
- xii. Mobilize resources for capacity building
- xiii. Monitor, evaluate, and report on implementation of Capacity Support activities.

Secretariat

The Secretariat will be appointed by the Principal Secretary in-charge of Intergovernmental relations to facilitate the day-to-day implementation of decisions by the SC and NTC.

The roles and responsibilities of the Secretariat;

- a) Organize and facilitate meetings of the SC, NTC and any other forum convened in furtherance to performance assessment activities
- b) Generation and management of baseline data on County Governments and the identified indicators
- c) Develop annual work plans and budgets for performance assessment
- d) Organize and participate in stakeholders' engagement meetings on performance assessment
- e) Collect and manage periodic data on the identified indicators
- f) Periodically assess and report on the implementation of annual performance reports
- g) Prepare periodic reports to the PS for adoption and submission to the Summit, Cabinet, Parliament and County Assemblies
- h) Any other role assigned by the PS

Funding of the Framework

(Financing the structures in the framework and addressing financial flow) source of funding;

1. The State Department for Devolution will mobilize funds for financing the operations of the structures created in this framework

2. Where the National Government expects the Counties to undertake activities outside their County Integrated Development Plans (CIDPs), the National Government shall allocate additional funds through conditional grants for the implementation of the identified programmes and projects.
3. A County Government may review, if it deems it necessary, its CIDP to accommodate initiatives of the performance assessment programmes.
4. The National Government shall allocate funds for the key enablers required for the implementation of the performance management framework.

Implementation

Self-assessment

Ministries/departments /Agencies, County executive and county assemblies, municipal boards county public service boards will conduct periodic self-assessments. Process owners and their supervisors will populate in the templates with both quantitative and qualitative performance data. The first review level will be at the immediate supervisor's level (director or equivalent). Once verified, the self-assessment data is then aggregated (from various departments) and then passed on to the next responsible official that is Chief Officer or equivalent for secondary and confirmation. The data is then conveyed to the CECM for concurrent review and uploading to the web-based PAF web-based portal on an annual basis. Quarterly reporting is encouraged to reduce end year reporting pressure. All performance data must be uploaded on the portal 30 days after the end of the fiscal year.

The performance data for the self-assessment should be collected through standard template(s) based on the baseline data collection tool in this PAF after being adopted and continuously adapted.

Governor's will be held ultimately responsible for the quality, authenticity and integrity of data posted into the PAF system and will be required to sign off data before it is uploaded into the system. Internal audit should be co-opted into the process to ensure that the information is complete and accurate before the governor signs it off for uploading into the portal.

Independent Performance Assessment

The ministry charged with intergovernmental relations shall seek expert services to conduct periodic independent performance assessment either through technical collaboration with agencies such as KIPPRA and KNBS or external consultants. An adhoc team composed of eminent person in public service, private sector, academia and state officers will peer review the assessment results in public. The independent assessment shall adopt appropriate score based criteria at various levels this include; thematic areas, key result areas and identified indicators.

CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

The monitoring and evaluation of the Devolution Performance Results Framework shall be done at both National and county level through National Technical committee (NTC) and County Technical committee (CTC)

Web based M&E and MIS will be developed for data collection, information sharing and feed back to key stakeholders.

The M&E system for the Devolution Performance Results Framework will accomplish the following:

- a) Measure the results, outputs and outcome of the devolution performance results framework
- b) Ensure efficient and effective use of resources
- c) Facilitate reporting on implementation of Devolution Performance Results Framework.
- d) Document lessons and challenges learnt from the implementation of the Devolution Performance Results Framework.

EVALUATION CYCLE

Baseline study: The Steering committee shall guide technical committee in the study and agree with key stakeholders on indicators and key results areas, which will be developed in line with the objectives of the Devolution Performance Results Framework

Midterm evaluation: after three years of implementation the DPRF a midterm evaluation to established progress made in the devolution performance delivery will be undertaken. This will be an assessment of the experience gained; lessons learnt, in terms of results and approaches, measurements of improvements or changes in the design indicators.

End term evaluation: at the end of MTP IV implementation period, an evaluation to assess whether the framework objectives were realised will be undertaken.

Reporting

- a) Bi-annual monitoring reports submitted every six months by County Government Technical Committee (CTC) to the National Technical Committee (NTC)
- b) State of Devolution Performance Results Annual Report, submitted by National Technical committee (NTC) to the National Steering Committee (NSC)

ANNEX 1: Performance Measurement tool

1. Health Assessment Tool

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
Max score:							
<i>Improved healthcare</i>							
	Enhanced Healthcare management and administration	Health budget	Percentage of total annual county budget allocated for health services	County health department records.			
			Proportion of Annual Preventive services Budget to the Total County Health Budget				
			Proportion of annual Curative service Budget to the Total County Health Budget				
	Health services administration	An approved Health service's administrative structure	County health department records.				

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
			No. of Health Policies Laws and regulations developed/ domesticated and implemented	County health department records.			
		County health facilities and pharmacies	No. of Sub- County supportive supervision visits to county facilities.	Supervision reports			
	No. CHMT supportive supervisory visits to the Sub County Teams						
	Core health workers density in the county (medical officers, dental officers, pharmacists, nurses and clinical officers) per 10000 people		Human Resource Inventory				
		Health facilities	Number of community units (level 1)				
	Number of level 2 hospitals		Master Facility List				
	Number of level 3 hospitals		Master Facility List				
	Number of level 4 hospitals		Kenya Gazette Notice				
	Number of level 5 hospitals						

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
				Inspection report by KMPDU			
			Average distance to the nearest health facility in kilometers (3 Kilometers radius)	GIS mapping			
		Ambulance services	No. of functional ambulances per sub county (equipped and mobile)	County health department records.			
			Average Response time for ambulance services				
		Promotion of primary health care	Percentage of functional Community units	Community unit reports.			
			No. of Community Health Promoters offering preventive and promotive services.	Community unit reports.			
		Licensing and control of undertakings that sell food to the public	Percentage of food outlets inspected and licensed	Inspection reports			

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
		Cemeteries and crematoria	Percentage of non-public and cemeteries and crematoria inspected	Inspection reports			
			Percentage of non-public and cemeteries and crematoria licensed				
		Funeral parlors	Percentage of non-public funeral parlors inspected	Inspection reports			
			Percentage of non-public funeral parlors licensed				
		Refuse removal, refuse dumps and solid waste disposal	Number of functional Infection Prevention and Control committees.	Committees' meetings minutes (quarterly)			
			No. of hospital waste management facilities (incinerator, burning chambers and placenta pit				

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
		Promotion of Social Health Insurance	Percentage of the population registered with Social Health Insurance (SHI)	SHA data base			
		Improvement of facility financing	Domesticated Facility Improvement Financing Act, 2023				
			Facility Improvement Financing (FIF) account per health facility				
Curative Healthcare services							
		Basic Amenities	No. of facilities with adequate, legible and accurate signage to the facility	Signage			refer to chapter 2
			No. of facilities with water from a reliable water source	Health facility records			
			No. of facilities with of power from a reliable power source	Health facility records			
			No. of facilities with Disability-Friendly Infrastructure- ramps/lifts, wheelchair, washrooms and maternity beds	Health facility records			

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
			No. of facilities with Operational Digital Health Information System (DHIS)- Program service specific and Integrated/End-to-end system	Facilities records			
			No. of ambulances per sub county	County inventory			
	Basic Outpatient Services						
			No. of facilities providing services for Non-Communicable Diseases (Cancer, Diabetes, High Blood pressure)	Health facility records			refer to chapter 2)
			No. of facilities providing services for Management of Communicable Diseases (HIV/AIDS, TB, Upper Respiratory diseases, Diarrhea)				
			No of facilities providing maternal child health care services				
			No of facilities providing minor surgical services				
			No of facilities providing immunization services				

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
			No. of facilities providing basic laboratory services				
			No of facilities providing outreach services				
			No of facilities providing general emergency services				
			No of facilities providing maternity services				
			No of facilities providing emergency obstetric care;				
			No of facilities providing dental services				
			No of facilities providing rehabilitative services				
			No. of facilities offering dental services				
			No. of facilities providing obstetric and gynecological services				
			No. of facilities offering Mental health services				

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
			No. of facilities with Adequate Infrastructure (Consultation or Treatment room; Hand wash basin with running water and soap)	Health facility records			
			(No. of facilities with adequate equipment for triage Weighing scale, Stadiometer, Blood pressure machine, Pulse oximeter, Thermometer, Stethoscope, an examination couch covered with mackintosh, A privacy screen, An updated and well stocked emergency tray Examination light, Drip stand, Pedal bins, Oxygen cylinder and flow meter/oxygen concentrator	Health facility inventory			
			Average patient wait time (5 minutes)	Client interview Facility Service charter			

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
				Digital evidence			
	<i>Specialized services</i>						
		Specialized pediatric services	No of Registered Pediatrician employed	Health facility records			
		Internal medicine	No of Registered Physician	Health facility records			
		General surgical	No of General surgeon	Health facility records			
		Obstetric services	No of Obstetrician	Health facility records			
		Gynecologic services	No of gynecologist	Health facility records			
		Orthopedic – including club foot clinic	No of Orthopedic surgeon	Health facility records			
		Cardiology	No of Cardiologist	Health facility records			
		Neurology	No of Neurosurgeons or Neurologist	Health facility records			

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
		Chemotherapy Medical Oncologist	No of Medical Oncologist	Health facility records			
			No of Oncology pharmacists	Health facility records			
		Radiotherapy	No of Radiotherapy Clinical/Radio-oncologist	Health facility records			
			No of Nuclear medicine Physicist	Health facility records			
			No of PET Scan Radionuclide scan machine	Health facility records			
		Surgical oncology	No of Surgical oncologist	Health facility records			
		Organ transplant	No of General surgeon	Health facility records			
		Pharmacy Services	No of facilities with pharmacies				
			Drug stock out rate	Pharmacy records			(refer to chapter 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
			No of pharmacies with pharmaceutical commodities– Tracer Drugs (see Chapter 2) -				
			No of pharmacies with non-pharmaceuticals items				
		Laboratory services	No of facilities with laboratory services as per the requirements of each level of hospital	Health facility records			
			No. of Laboratory Technologists/ Medical Laboratory Technicians as per the requirements of each level of hospital	Health facility records			
			No. of Laboratories with standard Infrastructure (Specimen collection area, Cold room, Hand wash basin with running water and soap	Facility / lab inventory			
			Adequacy of equipment as per the requirements of each level of hospital	Health facility records			

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
			No of Facilities offering basic laboratory services (Availability of malaria test, urinalysis, blood glucose, urine test for pregnancy, TB, HIV, full hemogram, stool for ova and cyst)	Laboratory inventory			
			No of Facilities offering Comprehensive laboratory services (Availability of malaria test, urinalysis, blood glucose, urine test for pregnancy, TB, HIV, full hemogram, stool for ova and cyst; Blood creatinine; blood typing and cross matching; Culture and sensitivity; Biochemistry; lipid profiles; Molecular testing)	Laboratory inventory			
		Maternity Services	<p>No. of facilities offering basic maternity services</p> <p>Services: Basic-assisted vaginal deliveries; emergency obstetric care</p> <p>Human Resource: Nurses; clinical officer or medical officer</p>	Health facility records			

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>Infrastructure : Consultation room; post-natal ward; Hand wash basin with running water and soap</p> <p>Equipment: Delivery bed; Maternity or post-natal beds; vacuum extractor; delivery packs, Emergency tray, source of oxygen</p>				
			<p>No. of facilities offering comprehensive maternity services</p> <p>Services: Caesarean section; blood transfusion; assisted vaginal deliveries; emergency obstetric care,</p> <p>Human Resource: Nurses; clinical officer or medical officer</p> <p>Infrastructure. At least one theatre or maternity theatre, post-natal ward; Hand wash basin with running water and soap</p> <p>Equipment: Delivery bed; Maternity beds; vacuum extractor; access to a blood bank; delivery packs, Continuous Positive Airway</p>	Health facility records			

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
			Pressure (CPAP) Machine, source of oxygen				
			No. of pregnant mothers attending full Antenatal Care	ANC register			
			No. of births attended by skilled health personnel	Maternity register			
			Maternal mortality rate per 100,000 live births				
		Newborn Health Services	<p>No. of Facilities with newborn services</p> <p>Services: Newborn unit</p> <p>Human Resource: Pediatrician, Medical officer, Nurse</p> <p>Infrastructure Newborn unit</p> <p>Equipment: Incubator, Neonatal cots, Phototherapy machines, Resuscitative, Suction machine Ambu bags, CPAP</p>	Newborn unit register			
			Infant mortality rate				

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
			No. of infants fully immunized	Immunization register			
	<i>In-Patient services</i>						
			No of facilities offering in-patient services	Health facility records			
				Health facility records			
			<u>Inpatient Equipment as per the level of facility</u>	Health facility inventory			
			<ul style="list-style-type: none"> ● Number of functional inpatient beds (Excluding delivery beds) ● Number of Functional Cots ● Number of Emergency Casualty beds ● No. of High Dependency Unit (HDU) Beds ● No. of Maternity Beds ● No. of Delivery Beds 				

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
			<ul style="list-style-type: none"> ● No. of Isolation Beds ● No. of ICU Adults beds ● No. of ICU Pediatric beds ● No. of ICU Neonatal beds 				
			<p>Inpatient Services</p> <p>No. of Medical wards</p> <p>No. of Surgical wards</p> <p>No. of Pediatric wards</p> <p>No. of Oncology clinics</p> <p>No. of mental health clinics</p> <p>No. of gynecology clinics</p> <p>No. of orthopedic clinics</p> <p>No. of Burns Unit/wards</p> <p>No. of Isolation ward</p> <p>Infrastructure</p> <p>Sluice room, hand wash basin, Toilets/ sanitary facilities</p>	Health facility records			

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
		Critical Care Services (refer to chapter 2)	No. of HDU and ICU wards as per the requirements of each level of hospital	Health facility records			
			No. of human resources as per the requirements of each level of hospital	Health facility records			
			Infrastructure as per the requirements of each level of hospital No. of critical care nursing room No. of hand wash basin with running water Backup oxygen	Health facility records			
			Inpatient Equipment as per the level of facility No. of fully equipped HDU wards No. of fully equipped ICU wards No. of fully equipped theatres	Health facility records			

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
		Radiology Services (refer to chapter 2)	No. of Radiology machines as per the requirements of each level of hospital	Health facility records			
			No. of human resources as per the requirements of each level of hospital	Health facility records			
			Infrastructure as per the requirements of each level of hospital An established Radiology Unit No. of Dark Rooms No. of Radiotherapy bunkers	Health facility records			
			Equipment as per the requirements of each level of hospital No. of Ultrasound machines No. of X-ray machines No. of CT scan slicers	Health facility records			

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
			No. of OPG machines No. of IOPA machines				
		Mortuary service (refer to chapter 2)	No. of mortuaries as per the requirements of each level of hospital	Health facility records			
			No. of human resources as per the requirements of each level of hospital	Health facility records			

Other indicators;

- i. % of Full Immunization Coverage Rate of Under - One-Year-Old Children
- ii. Registered medical personnel per cadre
- iii. Maternal Mortality
- iv. Skilled Delivery
- v. Post-natal care utilization
- vi. wellness Centers to serve elderly men and women’s reproductive health needs and provide preventive services in a life-course approach
- vii. proportion of public facilities with a functional patient cantered Telemedicine Platform
- viii. under 5 mortalities
- ix. infant Mortality Rate per 1,000 live births
- x. maternal Mortality Ratio (MMR) per 100,000 live births
- xi. prevalence of women (25-49) who have ever been screened for cervical cancer
- xii. Percentage of households using improved sanitation facilities

- xiii. percentage of households using improved safe water facilities
- xiv. % of health facilities with essential medicines (order fill rate) * use the agreed list of essential drugs from Division of HPT
- xv. access to specialized health care in management of lifestyle diseases (Renal, Cancer, Diabetes and Cardiovascular Diseases)
- xvi. Percentage of delivery facilities providing all 7 Basic Emergency Obstetric Care (BEmONC) services
- xvii. Average distance to Nearest Health Facility
- xviii. Number of Doctors per population ratio (per 10,000 population)
- xix. Number of Nurses per population ratio (per 10,000 population)
- xx. Health Facility density (number per 10,000 population)
- xxi. Inpatient beds per capita, relative to a maximum threshold of 18 per 10,000 population
- xxii. % of persons enrolled into an insurance scheme
- xxiii. Client satisfaction index

2. Agriculture Assessment Tool

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
Agriculture Sector Max Score:							
	Crop Husbandry	Types of Crop enterprises, acreage, productivity per unit area	No. of prioritized crop types No. of acres under various crops No. of bags per acre/ No. of kilograms per acre	Reports and data			
		Staff farmer ratio	No. of farmers per staff	Data			
		Agricultural extension activities	No. of agricultural extension activities undertaken No. of agricultural shows done No. of field days conducted No. demonstrations done No. AFTC farmers trainings conducted No. of Agricultural tours done	Reports			

		<ul style="list-style-type: none">-Agricultural shows-Field days- Demonstrations-AFTC farmers training					
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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
		Agricultural tours					
		AFTC and rural technology development units	No. of AFTCRTDUs established	Reports			
		Agricultural markets	No. of operational physical agricultural markets established	Agricultural markets			
		Input support program	No. of input support programs implemented No. of farmers benefiting from input support program				
		Agricultural finance/ credit	No. of agricultural finance and micro finance institutions serving the counties No. of farmers accessing credits				

		Agricultural insurance	No. of crop enterprises under agricultural insurance program				
		Disease and pest control programs	No. of disease and pest control programs undertaken	Reports			
		Agro processing and value addition programs/ groups	No. of groups/ associations undertaking agro processing and value addition	Reports			
		Soil, water and environmental conservation projects	No. of projects in soil, water and environmental conservation No. of soil samples collected and tested	Soil conservation reports Fertility recommendation reports Soil mapping reports			
		Agricultural incubation centers	No. of agricultural incubation centers in the counties	Reports Photographs			
		Budget allocation for Agriculture Sector	Allocation of 10% of the total budget to Agriculture Sector	Budget reports			
		M& E	No. of M&E reports				

		Programs and projects	No. of programs and projects being implemented in the county				
		Agricultural documentation centre	No. of agricultural documentation centres				
		Agricultural incubation centres	No. of agricultural incubation centres in the counties				
		Agricultural SME support programs	No. of agricultural SME support programs				
		County Industrial and Aggregation Parks	No. of County Industrial and Aggregation parks established				
		Policy instruments	No. of policy instruments adopted by counties				

		Youth in agriculture program	No. of youths and youth groups participating in agriculture				
		Fruit tree nurseries	No. of registered fruit tree nurseries established				
		Value chain-based organizations (VCBs)	No. of VCBs registered				
		Agricultural cottage industries	No. of cottage industries				
		Agricultural demonstration plots	No. of demonstration plots				
		Farmer profiling and mapping (digitalization)	No. of farmers registered				

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
		Agricultural SME support programs	No. of agricultural SME support programs	Reports			
	Animal Husbandry	Livestock sale yards	-No. of Designated livestock sale yards of different classes -Known livestock market days of the week -No. of County specific livestock movements permit issued	Reports			
		County abattoirs	<ul style="list-style-type: none"> ● Number of inspected and licensed slaughter facilities ● Number of functional slaughter facilities County slaughter figures	Reports			
		Animal diseases surveillance and control	<ul style="list-style-type: none"> ● Relevant technical staff establishment levels at the County 	Reports			

N o.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result (Score)	Detailed Assessment Findings
			<ul style="list-style-type: none"> ● Budgetary county allocations and facilitations levels ● Animal diseases occurrence rumor register at the county ● County Vaccination figures ● Public sensitization on Zoonotic Diseases and Trade Sensitive Animal Diseases 				
		Animal breeding	<ul style="list-style-type: none"> ● County Artificial Insemination (AI) Figures <p>County herd /flock profile</p>	Reports			
		Veterinary public health	<ul style="list-style-type: none"> ● Implementation of residue monitoring plans and AMR surveillance; ● Capacity building and technical 	Reports			

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>support received at counties on food safety standards;</p> <ul style="list-style-type: none"> • Inspection and licensing of animal products handling facilities; 				
		Veterinary laboratory and diagnostic services	<ul style="list-style-type: none"> • Number of samples submitted to Regional Veterinary Investigation Laboratories from the Counties 	Reports			
		Livestock Masterplan (LMP) Development and Implementation	<ul style="list-style-type: none"> • Updated Livestock Resources and Infrastructures data along the value chains • Countrywide and Regional Livestock Sector Value Chain Investment Plans • Monitoring LMP Implementation and investment uptake 	<p>Database, dashboard and reports</p> <p>Reports</p>			

		Livestock Research Agenda (LRA)	No. of LRA adopted and implemented •				
		Livestock Sector Policy Development and Implementation	Number of Agricultural and Livestock Sector Policies adopted and implemented				

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
		Livestock Intergovernmental Relations and Trade Facilitation	County Governments Relations through CASCOM and JASCCOM				
		Veterinary vector control	No. of surveillance on efficacy trials undertaken No. of functional cattle dips Stability of cattle dips carried out No. of tsetse fly traps set	Reports			
		Veterinary advisory services	Number of IEC materials translated in local dialects				

		Hides, Skins and Leather Development	<ul style="list-style-type: none"> ● No. of stakeholders trained on Hides, Skins and Leather Development ● No. of Hides and Skins aggregation centers (<i>Banda's</i>) for quality improvement established. ● No. of Tanneries and Effluent treatment plants <p>No. of industry policy and legal framework (Cap 359</p>	Reports and photographs			
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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
			& rules and regulations) reviewed				
		Dairy Value Chain Development	<ul style="list-style-type: none"> ● No. of bulk milk coolers installed and operational ● No. of counties Capacity build on their effective and efficient utilization of milk coolers ● No. of Cooperatives given Pasteurizers and Milk Analyzers, ● No. of milk samples submitted to accredited national dairy laboratory ● No. of metric tonnes of milk produced annually 	Reports			

		Meat Value Chain: Construction of strategic Commercial feedlot	<ul style="list-style-type: none"> • No. of Animal feed centers set up • No. of Feedlot infrastructure built 	Reports			
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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
			<ul style="list-style-type: none"> ● No. of Livestock Watering points documented ● No. of feedlots-based genetics improvement programmes for local cattle, sheep, camel and goats established 				
		Poultry value chain development; Indigenous poultry Improved poultry Exotic poultry; Layers Broilers	<ul style="list-style-type: none"> ● No. of expanded and equipped breeding units for various breeds No. of birds in various categories No. of eggs production per annum	Reports			
		Animal Feeds value chain	<ul style="list-style-type: none"> ● Number of strategic feed storage facilities under the 	Reports and data			

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
			cooperative model established <ul style="list-style-type: none"> ● Acreage of rangeland reseeded and sustained No. of quarterly feed balance/assessment surveys conducted				
		Honey Value Chain Development	<ul style="list-style-type: none"> ● No. of Bee Bulking and Colony multiplication centers established ● Number of apiculture equipment distributed ● No. of apiculture trainings on conducted ● No. of periodic Honey quality survey conducted and results disseminated to the stakeholders ● No. of tonnes of 	Reports			

			honey processed annually				
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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
	Fisheries and Blue Economy	Mainstreaming blue economy through aquaculture	Number of blue economy initiatives mainstreamed	Reports			
		Development and maintenance of fish landing sites	Number of fish landing sites operationalized and maintained	Reports			
		Operationalization of Beach Management Units Cooperatives	Number of BMUs Coops operationalized	Reports Registration certificates			
		Demarcation of all fish breeding areas and fencing of fish landing stations	Number of fish breeding areas protected	Reports			
		Fish trade licensing and fish	Number of licenses issued Number of permits issued	Reports			

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
		movement permits					
		Enforcement of fisheries regulations and compliance with management measures	Percentage of fish actors in compliance with Regulations				
		Collection of fish production statistics	Number of farmers Number of fish ponds Quantity (tonnes) of fish harvested from ponds Quantity(tonnes) of fish harvested from inland waters Quantity (tonnes) of fish harvested from marine waters	Reports Data			

		Zonation for aquaculture-county specific disease control	No. of aquaculture disease control zones established	Reports			
		Extension services	Number of farmers trained Number of trade shows/exhibitions/demonstrations Number of technical officers employed	Reports			

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
			Adoption rate of sustainable aquaculture practices				
		Up-scaling sea weed, fin fish and crustacean culture	Area under culture of sea weed, fin fish and crustacean culture Number of farmers doing sea weed, fin fish and crustacean culture Percentage increase in culture of sea weed, fin fish and crustacean culture	Reports			
		County fish seed bulking units	Number of seed bulking units developed	Reports			
		On farm trials	Number of on farm trials conducted				
		Development and promotion of fish farming production technologies	Number of technologies developed Number of technologies promoted Number technologies adopted	Reports			

	Irrigation	County Irrigation Policy development	County specific irrigation policies developed				
		County Irrigation Act development	No. of county specific irrigation Acts developed				
		Establishment of County Irrigation Development Units (CIDUs)	No. of CIDUs established	Report on established and functional CIDUs			

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
		County Irrigation Masterplan	No. of county irrigation masterplans developed	Report on County irrigation masterplans			
		Expand area under irrigation	Acreage under irrigation increased	Feasibility studies reports, Design reports Progress reports Completion and handing over reports; Production data for various enterprises; No. of beneficiaries			
		Irrigation water harvesting and storage	Capacity of harvested and stored water increased No. of field visits done	Feasibility studies reports; Design reports; Progress reports; No. of beneficiaries Completion and handing over reports			
		Establish county irrigation and drainage management information systems (IDMIS)	No. of county IDMIS developed	County IDMIS			

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
		Capacity building for Irrigation Water Users Associations (IWUAs)	No. of Training Needs Assessments conducted; No. of trainings conducted	Activity Reports			

3. County Public Works, Transport Assessment Tool

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
County Transport Max score: Maximum 100 points.							
<i>Improved roads infrastructure for sustainable economic growth</i>							
	County specific policies, legislation and norms developed	County legislations and policies in place	No. of County Roads Policies and legislations developed	Policies and legislation developed			
		Implementation of policies and legislations	No. of County Roads Policies and legislations implemented	Policies and legislations implemented			
	Construction, rehabilitation and maintenance of county roads	Tarmac Roads Constructed	Km of roads tarmacked	Completion certificates			
		Roads Gravelled	Km of roads gravelled	Completion certificates			
		Roads Graded	Km of roads graded	Completion certificates Inspection reports			
		Road's Accesses Opened	Km of access roads opened	Completion certificates Inspection reports			
		Climate smart climate roads	KMs of Climate Road constructed	Completion certificates			

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
				Inspection reports			
	Monitoring and evaluation of county roads projects	Roads projects monitoring	No of M&E reports	M&E Reports			
			No of Projects Management Committee Reports	Projects Management Committee Reports			
	Install street lighting systems along the roads	Installation of street lights	Kilometres of Roads with installed street lights	Completion certificates			
		& shopping centres markets	Number of shopping centres/ markets with installed street lights	Completion certificates			
	Maintenance of street lighting systems along the roads & market centres	Main street lights	Kilometres of Roads and no. of shopping centres with working Street lights	M &E Reports			
			KMs of roads with installed solar lights	M &E Reports Completion certificates.			
			Number of markets, bus terminus and shopping centres with solar lighting	M &E Reports Completion certificates.			
	Traffic and parking	Provide traffic signals along county roads	No of traffic signals installed	Copies of completion certificates.			

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
		Maintain traffic signals along county roads	No of functioning traffic signals	Quarterly Periodic maintenance reports			
		Designate parking bays	No. of designated and regulated parking slots	urban development plan/design			
	Public road transport	Implement national policies, legislation, norms and standards on road safety	No of policies, legislation and regulations implemented.	M&E Reports			
		Develop and implement county specific transport policies, laws and regulations	No of county transport specific laws developed.	Policies and legislations			
		Provide non-motorized transport facilities along county roads	Kms of cycle lanes Kms of paved footpaths	Designs for non-motorized transport facilities Completion certificates			
	Ferries and harbours	Provide and maintain ferries to operate in inland lakes and waters	No of ferries procured No of ferries operational	Ferry Budgetary Allocation Inspection and acceptance report			

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
		Develop policies in relation to county harbours	No of policies developed	Policies in place			
		Develop County Harbours	No of harbours constructed	Actual budgetary expenditures Completion certificate			
		Management and maintenance of county harbours	No of harbours maintained	Maintenance Reports			
	County public works and services	Develop county public works policy in line with National Public Works policy	No. of policies developed	Policies in place			
		Maintenance of a database on county public works survey findings	No. of survey findings reports	Records of survey findings Survey reports			
		Maintain and monitor register of planned county public works projects	Maintained and updated register	Up to date projects register			
		Maintain records and of drawings of all county government	No. of Updated drawings register	Copy of a Master drawings register Updated drawings register			

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
		buildings and other public works					
		Maintenance of Mechanical and Fire Protection Services Installations in buildings	No of inspection reports No. of fire safety trainings conducted	Test Certificates Training Certificates Fire Audit Report Fire Investigation Reports			
		Enforce health and occupation standards on construction of county public works and buildings.	No. of compliance reports/notices issued No of certificates issued	Occupation certificates, Compliance notices issued			
		Enforce health and occupational standards for private buildings	Number of inspections done % of Compliance	Inspections report/Compliance notices issued			
	Storm water management systems in built-up areas	Design storm water drainage systems in built-up areas	No of storm water drainage systems designs	Drawings, bills of quantities			

4. Pre-Primary Education, Village Polytechnics, Home Craft Centers and Childcare Facilities Assessment Tool.

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
County Education									
Max score: Maximum 100 points.									
(i) PRE-PRIMARY EDUCATION									
	Enhanced access and participation in Pre-Primary Education	Access and participation in pre-primary Education	Gross Enrolment Ratio (GER) Pre-primary	100% -NESSP 2023-2027		KeMIS/ CG Data base			
			Net Intake Rate (NIR)- Pre-primary (Disaggregated by gender)	100%		KeMIS/ CG Data base			
			% of children transiting to primary education	100%		KeMIS/ CG Data base			
			Net enrolment Rates- Pre-primary (Disaggregated by gender and disability)	100%		KeMIS/ CG Data base			
			Pre-Primary NER in conflict prone and vulnerable regions	100%		KeMIS/ CG Data base			
			No. of classrooms constructed in the county	National Pre - primary Education policy Guidelines, 2008		KeMIS/ CG Data base			
			Number of ECDE	National Pre-		CG Data			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			centers segregated by ownership (public and private)	primary Education policy Guidelines, 2008		base			
			No. of pre-primary centres with play facilities	National pre-primary education policy standard guidelines,2008		KeMIS/ CG Data base			
			Percentage of school age children participation in organized learning (one year before the official primary entry age), by sex			KeMIS/ CG Data base			
			Percentage of Pre-primary institutions with reliable safe and clean water source	100%- Safety Standard Manual for Schools, 2008		CG Data base			
			Percentage of Pre-primary school learners dewormed	100% - School Health Policy, 2018		County Data base			
			Percentage of Pre-	100%-		CG Data			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			primary institutions attaining the required toilet to pupil ratio: -Girls 1:10 plus a shower room -Boys 1:15 plus a urinal	Registration Guidelines for Basic Education Institutions, 2021		base			
	Promote Equity and Inclusion in Pre Primary Education	Equity and Inclusion in Pre Primary Education	Gender Parity Index on GER	1:1 NESSP 2023-2027		KeMIS/ CG Data base			
			Percentage of children benefiting from school meals programme	100% (Policy for learners and trainees with disability		KeMIS/ CG Data base			
			Percentage of special needs enrolment in Pre-Primary Education	0.1% - NESSP, 2023-2027, Education Sector Policy for Learners and Trainees with Disability		CG Data base			
			Percentage of pre-primary centres with disability friendly infrastructure	100%		CG Data base			
			% of children living within vulnerable context (refugees, street children,	UNICEF Framework		CG Data base			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			children in labour, urban slums and informal settlements, poor, mobile schools, duksi -madarasa system) participating in pre primary						
	Enhance Quality and Relevance of Pre-primary education	Quality and Relevance of Pre-primary education	No. of qualified teachers recruited	Staffing Norms		CG Data base			
			Average class size in Pre-primary Institutions	25-NESSP 2023-2027		CG Data base			
			% of Pre-primary school teachers who have been In-Serviced in the last two years	SDG performance Indicator guidelines		CG Data base			
			Percentage of schools with appropriate Play equipment and other learning materials	National pre-primary education policy standard guidelines, 2018		CG Data base			
			Proportion of children attaining minimum proficiency for school readiness in literacy	CBA Framework		MOH/ CG Data base			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			and numeracy (Reading and mathematics).						
			Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex	100%		CG Data			
			% of pre-primary centres quality assured for standard improvement	100% - National Education Quality Assurance Framework, 2020		CG Data base			
			No. of Counties implementing the National Scheme of Service for Pre-primary school teachers	National Pre-primary education policy, 2017		CG Data base			
	Improved Governance and	Governance and Accountabilit	% of pre-primary centres with valid Board of Management	National Pre-primary education		CG Data base			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
	Accountability	y		policy					
			% of BOMs capacity build on their roles	National Pre-primary education policy		CG Data base			
			% of integration of pre-primary data into KeMIS	Presidential Task Force Report		MOE/ CG Data base			
			% of County Governments with County pre-primary education policy	National Pre-primary education policy		CG Data			
			No. of county governments with functional County Early Childhood Education Committee (CECEC).	National Pre-primary education policy		CG Data base			
			No. of County pre-primary education resource centres	National Pre-primary education policy		CG Data base			
			No. of published an annual pre-primary education status report;			CG Data base			
			Percentage of public,	National Pre-		CG data			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			private partnerships and community projects in pre-primary	primary education policy		base			
			% of County Sector Budget allocated to Pre-primary	20% as per international standards		CG Data base			
(ii) VOCATIONAL TRAINING CENTRES									
	Increased access to vocational education and training	access to vocational education and training	No. of VTCs in the county	NESSP, 2023-2027		County government data			
			No. of Public VTCs			County government data			
			No. of Private VTCs			County government data base			
			No. of special needs VTC			County government Data base			
			Gross Enrolment Rate in VTC			County government Data base			
			Number of trainees benefiting from VTC Capitation			CG Data base			

No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
	Promote equity in vocation education and training	equity in vocation education and training	No. of trainees enrolment			County government Data base			
			No. of male trainees			County government Data base			
			No. of female trainees			County government Data base			
			No. of special needs trainees i)Female ii)Male			County government Data base			
	Promote quality and Relevance in TVET	Quality and Relevance in TVET	% of TVC curriculum aligned to CBET	TVETA standards		TVET			
			No. of trade areas/courses offered at each youth polytechnic.	TVETA standards		County government Data base			
			No. of trainers recruited (Disaggregated by gender and disability)	TVETA standards		County government Data base			
			No. of TVETA		301	County			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			workshops/classrooms in each trade area/course for each VTC	standards		government Data base			
			No. of equipment available for each trade /course offered for each VTC	TVETA standards		County government Data base			
			% of VTCs quality assured in the last three years.	TVETA standards		County government Data base			
			Percentage integration of ICT into VET institutions	100%		KeMIS/ CG Data base			
			% increase in employment levels of VET graduates	100%		KNBS, CG Data base			
			Percentage of textbooks and instructional materials provided.	1:2		KeMIS/ CG Data base			
			VET quality index (%)	100%		KeMIS/ CG Data base			
			Percentage of trainees	100%		KeMIS/ CG			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			benefiting from county bursaries			Data base			
			Percentage of trainees benefiting from Start Up Kits	100%		KeMIS/ CG Data base			
			Percentage increase in the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	SDG 4		CG Data base			
			Proportion of youth and adults with information and communications technology (ICT) skills	SDG 4		CG Data base			
	Improved Governance and Management	Governance and Management	% of VTCs with valid BOGs			County government Data base			
No. of BOGs trained on their roles.					CG Data base				
% of BoGs trained on					CG Data				

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			financial management			base			
			% of VTCs with unqualified audit reports			CG Data base			
			% of VTCs on boarded on e-citizen(automation)			TVET Data base			
(iii) HOME CRAFT CENTRES									
	Improved access and Participation in Home Craft Industry	Access and Participation in Home Craft Industry	No. of home craft centres in each county			CG Data base			
			Proportion of population engaging in home craft			CG Data base			
			% of persons in home craft benefiting from START UP KITS.			CG Data base			
			No. of varied home craft trades/ activities			CG Data base			
	Enhanced Equity and Inclusion in Home Craft	Equity and Inclusion in Home Craft	Gender Parity index in home craft industry			CG Data base			
			Percentage of persons living with disabilities in home craft			CG Data base			
	Strengthen	Quality and	No. of skilled			CG Data			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
	Quality and Relevance of Home Craft Industries	Relevance of Home Craft Industries	personnel/Trainers in home craft			base			
			Market value of home craft items			CG Data base			
	Improved Governance and Accountability	Governance and Accountability	No. of county governments with home craft policies or guidelines	National Apprenticeship policy		CG Data base			
			No, of self-help group undertaking home craft activities per Ward			CG Data base			
			No. of organized sensitization programmes per county			CG Data base			
			No. of home craft self-help groups capacity build			CG Data base			
(iv) CHILD CARE FACILITIES									
	Improved Childcare Facilities	Provision Childcare Facilities	No. of Childcare facilities available	National Pre-primary education policy standard guidelines		CG data base			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			No. of trained and registered childcare givers per county	National Pre-primary education policy standard guidelines		CG Data base			
			No. of Counties with Childcare specific policies	National Pre-primary education policy standard guidelines		CG data base			
			No, of facilities implementing Childcare curriculum	National Pre-primary education policy standard guidelines		CG data base			
			No of Counties implementing nurturing care health services	National Pre-primary education policy standard guidelines		CG Data base			
			% of counties with health and nutrition programme for under	National Pre-primary education		CG Data base			

No .	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any		Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			three	policy standard guidelines					
			% of counties with child friendly play facilities, equipment, and materials	National Pre-primary education policy standard guidelines		CG Data base			
			% of Childcare facilities linked to health care facilities	National Pre-primary education policy standard guidelines		CG Data base			
			No. of registered Childcare facilities	National Pre-primary education policy standard guidelines		CG Data base			
			% of Childcare facilities complying with safety and security guidelines	National Pre-primary education policy standard guidelines		CG data base			

5. Trade Development and Regulation Assessment Tool

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
1.	International Trade	Implement a County policy, Standards and norms on Trade	Value of County Export (Kshs. Millions)	-	International Indicator KNBS (SDT)			
			% County Contribution to GDP Export		Gross County Product Bi annual Report (KNBS)			
2.	Trade development and regulation	Develop and Implement County Trade Policies and Regulation	No. of Trade related Policies developed and implemented	-	County Governments Reports			
			No. of Trade related regulations developed and implemented		County Assemblies Register/Tracker			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			Automation of County Business Services		Automated County Business Register/Ledger			
3.	Markets	Formulate and implement county market specific policies and regulations	County Specific Market policies formulated	-	County Government Register			
			County specific market regulations formulated and implemented		County Governments Register			
		County Market construction, management and control	No. of markets and sheds constructed in the county	-	County Governments Register			
		Develop wholesale and retail trade	No. of Retail & Wholesale establishments in the County		County Government Business Permit Register			
			%Gross County Product (GCP) of		KNBS			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			Retail & Wholesale (Kshs. Millions)					
		Automation of Market Rentals and Services	% Automation of markets (Kshs. Millions)					
		Revenue Collection	Amount of Revenue collected from Markets in (Kshs. Millions)		Department of Trade Markets Ledger Book on Revenue			
4.	Trade licencing	Harmonization of multiple trade licences (Single Business Permit)	No. of harmonized revenue streams Licences	-	County Government Business Permit Register			
		Automation of Business Permit Registry	% Automation of Revenue Streams Licences		County Revenue Management system			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			(Single Business Permit)					
		Revenue collection from Licences	Amount of revenue in (Kshs. Million)		County Revenue Management system			
5.	Fair trading practices	Verification and inspection of weighing and measuring instruments	<p>Conformity to Weights and Measures standards (% Compliance)</p> <p>No of verified Machines</p> <p>No of compliance officers in Weights and Measures</p> <p>Adoption of Anti-Counterfeit law (%compliance)</p>	-	<p>Department of County Quality Control Records</p> <p>Department of County Quality Control Records</p>			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			Adoption of KEBS standards (%compliance)					
6.	Industrialization policy	Implementation of Industrialization policy	No. of Industrial parks constructed	-	State Department for Industry Reports County Trade Department Records			
			No. of Industrial Parks operationalized	-				
			No of jobs created					
			No. of value Addition Processes on boarded in the Industrial Parks		State Department for Industry Reports County Trade Department Records			
			No. of Value Addition processes on boarded Public/Private					
Buy Kenya Build Kenya policy (% compliance)								
7.	Local Tourism	Promotion of Local tourism	No of Tourist attraction sites	-	County Government			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			developed and promoted		Records			
			No. of Tourism products developed and promoted	-	County Government Records			
			No of Tourism promotion and marketing Campaigns undertaken per county	-	County Government Records			
			No. of tourists/visitors per year/per site	-	County Government Records			
			No. of tourists/visitors per year					
			Total Revenue from Tourism activities per year (Kshs. Millions)	-	County Government Records			
8.		County specific Cooperative	No. of policies formulated	-	County Government			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
	Cooperative Development	Policy and Regulations developed and implemented	No of Standards and Norms formulated		Records			
			No of Policy Regulations implemented					
		Registration of Cooperatives	No. of Registered Cooperatives	-	County Cooperative register			
			No. of Employees in the Cooperatives in the county					
			No. of registered members					
		Licence Deposit taking/specified non deposit taking cooperatives in the County	No. of Deposit taking Cooperatives	-	County Cooperative licence register			
			No of specified non deposit taking Cooperatives					
			Amount of savings deposits					

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			per Cooperative (Kshs. Millions)					
		Audit of Cooperatives	% of Audited cooperatives		Audit register			
		Filing of annual Returns	No. of Returns filed per Cooperative per year	-	County Register of annual returns			
		Remittance Deductions of by Employer	No. of defaulting employers	-	Non-remittances register			
			No. of Agency notices issued					
			Amount defaulted remittances (Kshs. Millions)	-	Non-remittances register			
			Amounts of defaulted remittances recovered (Kshs. Millions)					
		Conduct inquiries of and inspections	No. of inquiries per county	-	Inquiry reports			
			No. of cooperatives		Inspection reports			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			inspected per county					
		Cooperative innovations	No. of innovations registered with Kenya Intellectual Property Institute (KIPI)	-	KIPI Certification			
			No. of innovations registered with KEBS		KEBS Certifications			
		Declaration of Income, Assets and Liabilities (DIALS) by Cooperative officials	No. of Declarations per cooperative	-	DIALS register			
			No. of non-declarations per cooperative					
		Filling of Indemnities by elected	No. of indemnities filled per cooperative	-	Indemnity register			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
		cooperative leaders	No of non-declarations of Indemnities per cooperative					
		Cooperative Performance	Level of Assets					
			Annual Turnover					
			Members payments/returns					
			Loans Disbursed to members per year					
		Dissolution of Cooperatives	No of Cooperatives dissolved		Dissolution Register/Gazette Register			
		Development and implementation of a Cooperative management system	No of Systems developed/installed		Installation reports			
			% of implementation of automation systems		Implementation Reports			
		Capacity Building of	No of Capacity building		Capacity Development program reports			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
		Cooperative officials	programs and trainings					
		Cooperative Research and Information	No. of County research & documentation centres established		County Cooperative Documentation Centre			
9	Investments in the Counties	County Investment attraction and promotion	<ul style="list-style-type: none"> ▪ County Competitive Index (Goal is to assess the County Competitiveness to attract, promote and facilitate investors)	-	County competitive index report			
		Domestication of the National Investment strategy	% County adoption of best practices in customizing the investment strategy	National Investment Strategy National Investment Act	County governments Records/Reports			

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			(% compliance rate)	-				
			Establishment of County investment unit					
			No. of County Investment forums	-	County Government Records			
			No of Capital Investments inflows into the county					
			No of MoUs or Bilateral agreements signed between investors and county agreements annually					
			Amount of Capital Investments inflows per year per county					

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			(Kshs Millions)					
10	Development of policy and regulatory frameworks for MSMEs	County implementation of National MSME policy	% change in the growth of MSMEs per county		SDMSME State Department for MSMEs.			
		County implementation of MSME Financing policy	% change in access to affordable credit	- - -	MSEA			
		Harmonization of business tariffs in the county	No. of Harmonized tariffs in the county		County Government Records			
	Formalization/Registration of MSMEs	County Registration & Aggregation of MSMEs	No. of MSMEs groups/associations registered		MSEA			
			No. of new entrepreneurial ventures/business start-ups	-	County Government Records			
		Automation of County Registry	% of Automation of County Registry records					

No	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
	Decent work spaces for MSMEs	Designation of work spaces	No. of Designated spaces	-	County Government Records			
			No. of MSMEs in the designated areas	-	County Government Records			
	County integrated infrastructure development for MSMEs	Equipping of CIDCs, CAIPs and MSME sites with common user facilities	No. of fully operational CIDCs, CAIPs and MSME sites	-	MSEA			
			No. of MSMEs benefiting	-	County Government Records			
	Market Development for MSMEs products and services	Linking MSMEs to Markets	No. of MSMEs trade fairs and exhibitions held and data on participants	-	MSEA			
			No. of MSMEs linked to markets	-	County Government Records			
	Business Development	Capacity Development for MSMEs	No. of MSMEs capacity built	-	MSEA			
			No. of MSME staff deployed to	-				

No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Performance standards if any	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			support MSMEs Development		County Government Records			
			No. of trained beneficiaries					

6. County Planning and Development Assessment Tool

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
Thematic Area 1							
A. County Physical Planning Max score: Maximum 100 points.							
1.	Spatial Planning	Localize national and regional policies and strategies	<p>Spatial plan developed/ reviewed and implemented</p> <p>No. of P&LUDP (part development plans) prepared and approved for alienation of land for public land uses</p> <p>Proportion of public institutions with approved physical/ land use plans/PDPs</p>	<p>overall spatial development framework for the county</p> <p>Regulate orderly planning and growth of urban and rural areas</p> <p>Implementing the set norms and standards</p>			
2.	Land administration and registration		<p>No. of amalgamations, subdivisions, change of users and extension of users approved</p> <p>No. of leases recommended for extension and approval</p> <p>No. of buildings inspected to enforce compliance with user condition</p>	<p>Approval of land development proposals</p> <p>Recommendation for approval of extension and renewal of leases</p> <p>Enforce compliance with special conditions on land leases</p>			
3.	Land adjudication & settlement		No. of inventories of communal land prepared and submitted to Cabinet Secretary, Lands and Physical Planning for registration	Preparation of community land inventories			

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
4.	Land valuation		Number of valuation rolls prepared, approved and implemented	Valuation for rating			
5.	Land survey	Provision of survey controls	<p>% Reduction in boundary disputes for land under county Government</p> <p>No. of vertical controls</p> <p>No. of logons or connections made to national CORS Networks</p> <p>No. of status reports on international boundaries prepared and shared with the national government</p> <p>No. of disputes resolved for land under jurisdiction of county government</p> <p>No. of inspection reports prepared</p> <p>No. of reports on setting out of buildings and other development projects</p> <p>No. of roads and riparian reserves surveyed, maintained 325</p>	<p>Establishment of a 3rd -4th order geodetic controls</p> <p>Provision of lower order vertical controls</p> <p>Utilization of modern state of the art National Positioning System (X, Y, Z and t)</p> <p>Status of the international boundaries to the National Government</p> <p>Determination and identification of property boundaries</p> <p>Inspection and verification of fencing</p> <p>Setting out of buildings</p> <p>Setting out of road reserves, riparian, reserves, etc.</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
			and physically marked out, Demarcation marks established No. of reports on implemented standards No. of records accessed and or sold	Application of survey standards Providing access on to geo-referenced survey and mapping data			
B. County planning and development							
6.	Statistics	Statistics	No. of County statistics plan, policy, or legislation approved A unit is established with adequate space At least 3 statistical personnel with an approved scheme of service At least one computer with appropriate statistical software Statistical publications Public portal for statistical data Coordination committees for statistical production	A statistics policy (that is aligned to national model policy) that has been approved by governor and tabled at county assembly and is publicly available Established county statistics unit Adequate statistical personnel Adequate tools and equipment for statistical production Production of regular statistical publications Up to date socio-economic statistical database Coordination of county statistics production			
c. Cities/ Municipal Land Use Plans							
7.	Cities/ Municipal/ Urban Building & Zoning Plans	Development and enforcement of	No. of approved plans; 326 Compliance with zoning laws	County Government Reports			

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
		zoning regulations; approval of building plans					
8.	City or Urban Areas Building & Zoning Plans	Planning, approval, and enforcement of development plans	% of compliance with zoning regulations	Municipal reports and audits			
9.	Location of Recreation Areas & Public Facilities	Identification, gazettement, and maintenance of parks and recreational areas	No. of operational recreational facilities	County planning and development reports			
10.	Metropolitan Development Plans	Metropolitan Spatial planning	No. of Metropolitan spatial plans and frameworks No. of approved Spatial Plans	Metropolitan Spatial plan and implementation frameworks Metropolitan physical and land use Planning			
		Policy formulation; National Metropolitan Development Policy, Legislation, strategies, guidelines and standards	No. of approved Metropolitan development policy, legislation, National Metropolitan Development strategy	National Metropolitan Development Policy, Legislation, strategies, guidelines and standards			
		Delineation of metropolitan boundaries Metropolitan areas and regions	No. of Guidelines, standards and criteria in place	Criteria for identification of metropolitan areas in the county governments Establishment of metropolitan regions in the country			
		Transformation of metropolitan into world-class metropolis	Reduction in crimes and other adverse incidences	Manage metropolitan safety and security			

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
			No. of Metro wide infrastructure projects completed	Metro-wide infrastructure projects and programs			
		Metropolitan mobility and transport	No. of Mobility policy Kms of road completed	Policy for the mobility and connectivity within Metropolitan areas and Inter- County connectivity			
		Metropolitan spatial data infrastructure	No. of Metropolitan Spatial Policy No. of Data Centers	Metropolitan spatial plan data policy Maintain and manage spatial and GIS data			
		Metropolitan governance & management	No. of metropolitan institutions and authorities	Framework for establishing metropolitan authorities			
		Capacity building	Metro wide Performance management system	A national capacity building strategy			
	Gas Regulation	Issuing licenses to biogas users	No. of licenses issued on use of biogas	This is under electricity and gas reticulation function			

7. Natural Resources and Environmental Conservation Assessment Tool

No	Priority Area	Performance area	Performance measure	Means of verification	Scoring/ level of importance	Result(score)	Detailed assessment
Thematic Area 1 : Natural resources and environmental conservation Max score: Maximum 100 points.							
1.0	Forestry –Subsector: - State Department for Forestry Scoring Key: 5 – Outstanding Performance, 4 – Exceeds Expectations, 3 – Meets Expectations, 2 – Needs Improvement, 1 – Unsatisfactory						

	The framework provides a structured approach to monitoring and evaluating the implementation and impact of the Kenya Devolution Support Programme II, ensuring alignment with national and international forestry commitments, including the 15 Billion Tree Campaign, BETA, Vision 2030, SDGs, AFR100, and NDCs.							
1.1	Priority Area	Performance Area	Performance Measure	Means of Verification	Scoring/Level of Importance	Result (Score)	Detailed Assessment	
1.2	15 Billion Tree Campaign	Community Participation	Number of active CFAs established	Reports from KFS, NG, county governments, surveys	High			
		Seedling Production	Number of seedlings produced and distributed	Nursery production data, distribution records	High			
1.3	Forest Policy Development	Policy Formulation	Number of new policies developed and implemented	National and county policy documents	High			
		Policy Alignment	Level of compliance with international frameworks	Review of legal and policy frameworks	Medium			
1.4	Increase Forest Cover	Afforestation and Reforestation	% increase in forest cover	Satellite imagery, forestry department reports	High			
1.5	Sustainable Forest Management	Forest Management Plans	Number of forests under management plans	Approved management plans, monitoring reports	High			
1.6	Agroforestry Development	Agroforestry Practices	% increase in agroforestry practices	Agricultural extension reports, field surveys	Medium			
1.7	Commercial Forestry	Revenue Generation	Income generated from commercial forestry	Financial records, market data	High			
1.8	Natural Capital Accounting	Ecosystem Valuation	Natural capital valuation reports produced	NCA reports, economic analysis	High			
		Data Integration	Use of natural capital data in policy planning	Policy documents, planning frameworks	Medium			
2.0	Wildlife habitats and ecosystems	Restoration of habitats,	No. of ecosystems and habitats restored.	Ecosystem Restoration inventory and reports				

		development of management plans and securing wildlife corridors		Physical Verification				
			Area of ecosystems and habitats restored	Verification Report				
			Area of ecosystem restored	Reports Physical verification				
			No. of trees planted.	Tree planting inventory and reports				
			Species of trees planted					
			No. of Management and guidance plans developed	No of plans developed				
			Percentage of plans/ programmes/policies subjected to strategic Environmental Assessments	Inventory of NEMA licenses and reports				
			Percentage of projects subjected to Environmental Impact Assessment./ Audits	Reports and license				
			No. of Management and guidance plans implemented/ ongoing	Reports				
		No. of key migratory corridors secured	Map of migratory corridors within the county			Not all counties have migratory corridors		
3.0	Climate Change	Policies and legal frameworks on climate change	No. of policies developed.	Inventory and reports of developed policies				
			No of policies/ plans/ programmes subjected to strategic Environmental and social Assessments.	Verification reports and Licenses				
			Number of projects subjected to Environmental and social Assessments	Verification reports and Licenses				
			No. of legal frameworks developed	Inventory and reports of legal frameworks				

			No of policies, plans, programmes being implemented / ongoing	Reports and physical verification.				
			No. of mitigations measures instituted	Inventory of mitigation measures				
			No. of multi sectoral forums established	Inventory of multi sectoral forums established and operational				
			No. of stakeholders sensitized on climate change	Sensitization Report or attendance lists				
			No. of interventions initiated for climate change resilience	Report /Number of interventions initiated for climate change/. Site verification visits				
			Amount of funds allocated for climate change	Budget				
			% of funds absorbed	Funds absorption schedules/Report				
			No. of sensitizations campaigns on low carbon technology	Inventory of sensitization campaigns on low carbon technology				
			Number of low carbon technology projects	Reports				
4.0	Water and Development plans	County Water development plans	No. of operational water plans	Water Act 2016 section 94(4)	Water plan and reports			
	Water Act 2016 domesticated	County water Act development	No. County Water Act developed.	Water Act 2016	Approved County Water Act			
	Water budget plan (Budgeting for Water activities) in the	County Annual budget	% of funds absorbed	CIDP	Annual reports			
	Development and Capacity Building of	Establishment of Water Service	No of Water Services Providers	Water Act 2016	County Water Master plan			

	Water Service Providers (WSP)	Providers						
			No. of operational Water Services Providers	Standards set out by WASREB	County Water Master plan site visits			
	Expand water service provision to areas that are deemed commercially viable for water services	County water Masterplan	No. of households with access to portable water	Standards set out by WASREB. Water quality standards by KE BS Water master plan 2030	Annual reports County water master plans			
		County water Masterplan	No. of people with access to sanitation services	National water masterplan 2030	County Annual reports. Site visits reports			
		County water Masterplan	No. of water supply developed and rehabilitated	Percentage of unaccounted for water	Annual reports			
		County water Masterplan	No. of sanitation facilities developed and rehabilitated	Ministry of health guidelines	Annual reports			
	Expand water service provision to areas that are not deemed commercially viable for water services provision	County Water master plan	No. of community managed water supplies developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports			
		County Water master plan	No. of boreholes developed	Water Act 2016 section 94(2)	Annual reports			

			rehabilitated					
		County Water master plan	No. of community managed dams developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports			
		County Water master plan	No of pans developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports			
		County Water master plan	No of sub –surface dams (sand dams) developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports			
			No of communal water sources/water kiosks/communal standpipes) developed and rehabilitated	Water Act 2016 section 94(2)	Annual reports			
5.0	Conservation of water catchment areas	County support to WRUAs	No of tripartite water resources Management memorandum of understanding with WRUAs, WRA and County governments signed	The water resources Regulations,2021,97(7)	Signed Memorandum			
		Conserved catchments	No of water catchments conserved	Water resources regulations	Annual reports			
			Amount of fund allocated for water sector	Budget				
			% of funds absorbed	Funds absorption schedule/Report				

		No. Of registered/ operational Water Service Providers	Inventory of water service providers/reports				
		Percentage coverage-per service provider	Contract documents and reports				
		Daily hours of water supply	Reports on water service providers Interviews from the beneficiaries				
		Percentage of water supply versus the demand	Report				
		No. of households with access to portable water	Inventory/ report of households with portable water				
		No. of household with access to sanitation services	Report				
		Percentage of urban areas connected to sewerage lines	Verification Report				
		No of urban areas with ablution blocks	Reports				
		No. of water supply developed and rehabilitated	Inventory of water supply developed and rehabilitated.				
		No. of sanitation facilities developed and rehabilitated	Inventory/ report of sanitation facilities developed and rehabilitated				
		No. of community managed water supplies developed and rehabilitated	Inventory/Report of community managed water supplies developed and rehabilitated				
		No of boreholes developed and rehabilitated	Implementation status of the bore holes developed and rehabilitated				
		Number of shallow wells developed and rehabilitated	Reports				

			No. of community managed dams developed and rehabilitated	Physical verification				
			No of water pans developed and rehabilitated	Reports				
			No of Water storage infrastructure in place at individual levels	Site visits reports				
			No of sub –surface dams (sand dams) developed and rehabilitated	Field visits and reports				
			No of communal water sources/water (kiosks/communal standpipes) developed and rehabilitated	Report on developed and rehabilitated water source				
			No of tripartite water resources Management memorandum of understanding with WRUAs, WRA and County governments signed	Signed memoranda of association				
			No of water catchments conserved(Springs, wetlands, forests, Hilltops)	Reports				
6.0	POLLUTION MANAGEMENT	SOLID WASTE MANAGEMENT.	Domesticate the Environmental Management and coordination waste management regulation 2024	Domesticated regulation				
			Number of transportation licenses issued by the Counties	Licenses issued				
			Number of material recovery facilities	Reports Management facilities sites				

			within the waste management sites					
			Number of vehicles transporting waste should be licenced by NEMA.	Reports and licenses				
			Number of Licensed waste disposal sites with Material recovery facilities	Reports				
			No of material Recovery Centres subjected to the ESIA	Reports				
7.0	AIR POLLUTION	Control of air pollution,	Number of regulations, policies related to air pollution domesticated	Regulations and policies in place Implementation report Reports				
		noise pollution,	No of regulations, policies implemented/enforced	Field visits				
			No of air pollution incidences reported					
			No of air quality sampling kits in-place					
			No of noise maps established	Noise maps				
			No of noise meters in place	Noise meters				
		Other public nuisances and outdoor advertising.	No. of EMC Noise and Excessive vibrations regulations domesticated	Enforcement reports Reports Report				
				336 Enforcement reports and				

			No of public nuisances reported and dealt with. outdoor advertising regulation in place	Regulations / policies				
8.0.	National Government policies on natural resources and environmental conservation	Mining	Regulations domesticated by the County	Domesticated regulation				
			Number of Mining community Agreements. and the county Govt	Reports/ agreements				
			No. of stakeholders sensitized	Reports				
			Mining strategy in place	strategy				
			Mapping of mining sites	Maps				
			Number of mining sites rehabilitated	Reports/site verification visits				
			Annual Environmental Audits approvals and improvement orders	Report and instructions				
			Quarry rehabilitation plans and decommissioning plan	Reports/ plans				
		Quarry Sites	Annual Environmental Audits approvals and improvement orders	Reports license				
			Quarry rehabilitation plans and decommissioning plans	Reports				

8. Cultural Activities, Public Entertainment and Public Amenities Assessment Tool

1 Cultural Activities, Public Entertainment and Public Amenities Assessment Tool

	Key result areas/functions	Scope of Services under the Functions	Performance indicators	Performance e Standard if any	Means of verification /source of data
1	Cultural activities, public entertainment and public amenities	Betting, Casinos	<ul style="list-style-type: none"> No of policies and legislations domesticated. 		Means of verification

<p>Reference documents include among others;</p> <p>-</p> <p>i. National Culture and Heritage Policy 2021</p>	<p>other forms of gambling;</p>	<ul style="list-style-type: none"> • No of betting and casinos mapped. • No of single business permits issued to betting, casinos and other gambling dens. • No of betting and control complaints handled. • No of periodic M&E exercises undertaken on betting lotteries and gaming. • No of county specific legislations developed and implemented on betting and other forms of gambling. • No of inspections done. • No of licenses issued for price competitions and promotions within the county. 		<p>Domesticated Policy, Mapping reports, Policies and legislations in place, Complaint handling report, M&E reports, and Inspection reports.</p> <p>Source of Data</p> <p>Complaint book</p>
	<p>Racing;</p>	<ul style="list-style-type: none"> • No of policies and legislations developed on racing. • No of racing events held. • No of county specific standards and norms developed and implemented. • No of periodic M&E exercises undertaken on racing. 	<p>Standards set in participation guidelines per discipline</p>	<p>Means of verification</p> <p>The policies and legislations in place, Racing reports, ports, M&E reports, Implementation Reports, Conflict resolution</p>

	<p>ii. National Music Policy 2021</p> <p>iv. Traditional Knowledge and Cultural Expressions Act 2016</p> <p>v. Museums and Heritage Act 2006</p> <p>Vi. Sports Policy, 2002</p>	<ul style="list-style-type: none"> • No of county racing conflicts handled. • No of county racing, activities licensed and inspected. • No of capacity, building meetings held to the industry. • No of medals and awards won per event • No of registered participants per event • No. of events held per discipline • Classification of participants • Policy, Legal and Institutional frameworks • Sports Policy and Act • Budget allocation • Technical sports personnel 	<p>reports, Meeting reports.</p> <p>Source of Data</p> <p>Complaint book</p>
	<p>Liquor licensing;</p>	<ul style="list-style-type: none"> • No of liquor licenses issued on sale, production, distribution, promotion, consumption and use of alcoholic drinks. • No of single business permits issued to liquor dens. 	<p>List of premises issued with licenses, SBPs, Attendance lists, Reports, Completed rehab centers, Enforcement</p>

			<ul style="list-style-type: none"> • No of public participation forums on the number of alcohol outlets to be licensed. • No of licensed outdoor alcoholic adverts. • No of established and operationalized rehabilitation centers. • No of enforcement measures implemented on elimination of illicit alcohol trade. • No of training held for the regulators. 		implementation reports and Training reports
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9. Firefighting services and disaster management Assessment Tool.

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
					(a) Policy document		

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
	Firefighting services	Fire prevention and Management	(a) Policy on firefighting services developed and implemented	(a) National Disaster Risk Management Policy	(b) Reports on implementation		
		Fire Response and Rescue	(a) Fire incidents responded to		(a) Fire response Reports		
			(b) Time taken to respond to fire emergencies		Actual time taken (1hr?)		
	Disaster Management	Disaster Management Policy	(a) Disaster risk management policy developed and implemented in line with the National Disaster Risk Management Policy	(a) National DRM Policy document	(a) Policy document		
					(b) policy Implementation Reports		
			County Disaster Operation Plan				

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
			(b) Institutional structures for disaster management established at county level		(a) Established structures for disaster management		

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
			(c) County disaster early warning sector-based systems established in conformity with the national System.	(a) National Early Warning Systems	Documented early warning systems		
			(d) Disaster Early Warning information communicated to communities and other stakeholders		(b) Documented Reports of communities' sensitization		
			(e) Civic education carried out and awareness created to communities and other stakeholders		(c) Report of communities' sensitization		
		Disaster Prevention	(a) Community sensitizations forums held on disaster prevention		(a)Reports on sensitizations		
					(b)Attendance registers		
			(a) County disaster risk analysis and		(c)Report on disaster risk analysis		

			assessments conducted				
			b)Public infrastructure planning conducted c)Capacity building of the responders and the community		d)Public infrastructure planning reports e)Reports on capacity building		

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
		Disaster Preparedness	(a) Capacity built and technical assistance provided to the local communities for disaster preparedness) Report of local communities' capacity building	(a		
			(b) Resilience and climate change adaptation strategies and programs developed and implemented in conformity with the national strategies.	(a) National Resilience and climate change and adaptation strategies) Documented strategies and programs on resilience and climate change adaptation strategies	(b		
			(c) Civic education conducted and create awareness created on disaster risk preparedness at county level	Reports of awareness creation initiatives			

			(d) County drills and simulation exercises conducted to enhance disaster preparedness	Drills and simulation exercises reports			
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s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
			(e) County disaster communication strategy developed and implemented	The communication strategy document			
			(f) Emergency and Disaster operation center established in the County	National Disaster Operation Centre Operational disaster center in Counties			
			(g) County inventory of disaster risk capabilities and capacity continuously prepared	Inventory of equipment, and documented capacities			

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
			(h) Food and non-foodstuff stockpile set aside	Stockpile inventory			
			(i) Emergency fund set aside for disaster preparedness.	Emergency fund budget allocation			
			(j) Safety installations compliance assessments done	Safety installations compliance reports			
		Disaster Response	(a) Community sensitizations forums held on disaster response	(a) Reports on sensitizations held			
			(b) Humanitarian assistance provided at the county level.	(a) Records of humanitarian assistance provided			

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
			(c) No of Accessible roads	(a) Accessible roads			
			(d)No of disaster command centers established	(a) Operational command centers in counties			
			(a) No of rescue centers established	Operational rescue centers in counties	(a)		

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
		Disaster Recovery	<p>(a) No of county recovery plans and programs developed and Implemented</p> <p>(b) No of Search and rescue missions done</p> <p>(c) No of victims rescued and households settled</p> <p>(d) No of post disaster assessment</p>	<p>(a) Implementation Reports for recovery plans and programs</p> <p>(a) Search and rescue reports and records</p> <p>Victims rescued and settled reports and records</p> <p>(a) Post disaster assessment reports</p> <p>(a) Businesses continuity reports</p>	<p>(a)</p> <p>(b)</p>		

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result(score)	Detailed assessment
			(e) No of business continuity plans developed				

10. Control of Drugs Assessment Tool

S/No	Priority output	Performance area	Performance indicators	measure	Means of verification /source of data	Scoring/level of importance	Results /score	Detail assessment findings
	Control of drugs	<p>county policies, laws and standards on control of drugs</p> <p>liquor licensing directorate</p> <p>drug control fund</p> <p>programs and compliance</p> <p>Standards for management of persons suffering from substance use disorders.</p>	<p>Number of drug control policies, laws, regulations, standards and guidelines adopted</p> <p>Number of laws and policies enacted and implemented</p> <p>Liquor licensing directorate established</p> <p>Drug control fund established and operationalized</p> <p>ii. % of allocation reinforced for drug control</p> <p>Number of programs for management of persons with substance use disorders</p> <p>Level of compliance to the standards</p>		<p>County specific Baseline surveys</p> <p>County reports</p> <p>County specific laws and policies</p> <p>Departmental organogram & staff establishment</p> <p>Minutes of directorate meetings</p> <p>Approved budget allocation for drug control</p> <p>Reports of implemented drug control related programs</p> <p>Program implementation reports</p> <p>Compliance reports</p> <p>Clients' and professional files</p> <p>Training and sensitization reports and photos</p>			

S/No	Priority output	Performance area	Performance measure indicators	Means of verification /source of data	Scoring/level of importance	Results /score	Detail assessment findings
		<p>Rehabilitation facilities for persons suffering from substance use and disorders</p> <p>Public education on alcohol and drug abuse directly and in collaboration with other public or private bodies and institutions.</p> <p>Control production, manufacture, sale, consumption, trafficking and promotion of alcohol, drugs</p>	<p>Number of established and functional rehabilitation centers</p> <p>Number of public education forums conducted</p> <p>Number of children and youth and vulnerable populations participating in drug prevention and control empowerment programmes</p> <p>% level of compliance achieved</p>	Inspection and Compliance report			

s/No	Priority y output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result (score)	Detailed assessment
		<p>consumption of alcohol in public places such as public streets, public parks and Beaches.</p> <p>-Establish a drug control fund from the licensing function</p> <p>Establish a liquor control directorate within the counties</p>	<p>Amount in shillings of monies collected from licensing function</p> <p>Number of meetings held and resolutions/ deliverables implemented</p> <p>Budgetary allocation for research, prevention and rehabilitation programs</p>	Signed minutes for meetings held			
		Implement programs and standards for management of persons suffering from substance use disorders.	Number of affordable treatment and rehabilitation facilities (in-patient and out-patient established	Report on established and compliant rehabilitation centers			

		Capacity build addiction professionals and aftercare support personnel	Number of addiction and aftercare support personnel trained	Certification, Report and database of trained personnel			
		Establish Rehabilitation	% of people with	Report on			

s/No	Priority output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result (score)	Detailed assessment
		facilities for persons suffering from substance use and disorders	substance use disorders treated	rehabilitated and persons in recovery			
		Conduct public education on alcohol and drug abuse	<p>Number of people sensitized or trained on drug control</p> <p>Number of drug prevention professionals recruited in the county public service</p> <p>Number of children and young people and vulnerable populations participating in drug prevention programs</p>	<p>Training reports</p> <p>Database of prevention professionals</p> <p>Activity reports</p>			
		<p>Prohibits false outdoor alcohol advertisements</p> <p>Prohibit alcohol promotion in children events</p> <p>Prohibit outdoor alcohol advertising that encourages</p>	% level of compliance achieved	Reports			

s/No	Priority y output	Performance area	Performance measure	Means of verification	Scoring/level of importance	Result (score)	Detailed assessment
		<p>consumption of alcohol by children</p> <p>Prohibit outdoor alcohol advertisements within a distance of 300 meters from a nursery, primary and secondary schools or institutions of learning for persons under the age of 18 years, places of worship, health facilities, public playgrounds, road reserves, public property or public service vehicle</p> <p>Prohibit outdoor alcohol advertising through painting or decorating a residential building</p> <p>Prohibit outdoor alcohol advertisements in residential areas</p> <p>Prohibits manufacture, packing, distribution, sale of alcohol in sachets of in containers less than 250ml</p>					

11. Civic Education and Public Participation Assessment Tool

S.No	Performance Area	Performance measure	Means of Verification	Scoring /Level of importance	Results/score	Detailed assessment findings
	Functional Civic Education Units	Civic Education Units established and functioning: (a) Formation of CE units included in the Overall county Establishment (b) Dedicated Skilled and qualified staff (c) Approved Work plan and Budget, (d) Programs planned, including curriculum, activities etc. (e) Tools and methods for CE outlined.	County Act, Sec 99-100. ***** ** County Establishment - Organogram HR Records with Staff Profiles/CV Approved Staff Training Plan -Job descriptions should be clearly outlined. -work plan.			
	Counties roll out civic education activities	roll-out of civic education activities – (Evidence of work plan, Notices/ invites for public participation, attendance list, budget for the activities and Reports	County Act, art. 100. Reports/MOUs on engagements with CSO/NGOs to Joint initiatives on training of citizens etc. Approved Budgets and Annual Development Plan			

			Progress Reports on programme that are running			
	Civic Education Curriculum	<p>Number of counties that have developed and implemented Civic Education Curriculum and training materials</p> <p>Number of counties that have domesticated or used the curriculum in planning and conducting CE activities</p>	<p>Approved and Published civic education curriculum</p> <p>County government Act section100</p> <p>Manual training handbook</p> <p>-Reports</p>			
	National Civic Education Framework implementation	<p>Formation of county civic education implementation structures and committees in 47 counties</p> <p>No of counties cascading the NCEF provision in executing CE structures, Programs, budgets, deliverables, reporting, Partnerships and collaborations</p>	<p>Reports from the PP and CE units and Governors Delivery Units</p> <p>Minutes</p>			

	<p>Communication framework and engagement.</p>	<p>a) System for Access to information/ Communication framework in place, operationalized and public notices and user-friendly documents shared in advance of public forums (plans, budgets, etc.)</p> <p>b) Counties have designated officer in place, and officer is operational.</p> <p>c) Citizen feedback systems, scorecards, dashboards</p>	<p>County Act, Art. 96.</p> <p>Review approved (final) policy / procedure documents describing access to information system and communication framework and review evidence of public notices and sharing of documents.</p> <p>Review job descriptions, pay-sheets and / or other relevant records to ascertain whether designated officer is in place; review documents evidencing activities of the designated officer (e.g. reports written, minutes of meetings attended etc.)</p>			
	<p>Public participation policy, Act and Guidelines</p>	<p>Implementation of the public participation policy and guidelines</p> <p>Annual work plan budget link with policy pronouncements</p> <p>No of regulations/legislation prepared to implement the policies</p>	<p>There is a need to have a document that will measure the efforts made towards the implementation of the projects/activities.</p>			

		<p>e.g. the Project Management Committees (PMC).</p> <p>.</p> <p>Standard operating procedure developed in line with specific policies</p> <p>Evidence of the implementation of policy provisions.</p>	<p>It will enhance accountability and oversight</p>			
	<p>Participatory planning and budget forums held</p>	<p>a) Participatory planning and budget forums held in 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 MODA.</p>	<p>PFM Act, Art. 137.</p> <p>County Act, 91, 106 (4), Art. 115.</p> <p>Invitations</p> <p>Minutes/Reports from meetings in the forums.</p> <p>List of attendances,</p> <p>Meetings at ward levels,</p>			

		<p>d) forums are structured</p> <p>e) 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>g) Number of forums sensitized on all the programs implemented in the county by different development partners</p>	<p>Link between minutes and actual plans.</p> <p>List of suggestions from citizens, e.g. use of templates for this and reporting.</p> <p>Feedback reports / minutes of meetings where feedback provided to citizens</p> <p>To reduce wastage of resources and duplication of projects</p>			
	Citizens' feed back	<p>Citizen's feedback on the findings from the C-APR/implementation status report.</p> <p>Automation of feedback received through online platform, petition and surveys (Mobile systems)</p>	<p>Records of citizens' engagement meetings on the findings of the C-APR.</p> <p>Improve on efficiency in service delivery</p>			

		<p>Efforts made towards automated system engagement (call centers).</p> <p>Grievance Redress Mechanisms to capture number of grievances captured and how the varying parties resolved it.</p> <p>Evidence of citizen feedback from the activities implemented</p>				
	<p>County core financial materials, budgets, plans, accounts, audit reports and performance assessments published and shared</p>	<p>Publication (on county web-page, in addition to any other publication) of:</p> <p>xv) County Budget Review and Outlook Paper</p> <p>xvi) Fiscal Strategy Paper</p> <p>xvii) Financial statements or annual budget execution report</p> <p>xviii) Audit reports of financial statements</p> <p>xix) Quarterly budget progress reports</p>	<p>PFM Act Art 131. County Act, Art. 91.</p> <p>Review county web page.</p> <p>(N.B is covered in Minimum Performance Conditions)</p>			

		<p>or other report documenting project implementation and budget execution during each quarter</p> <p>xx) Annual progress reports (C-APR) with core county indicators</p> <p>xxi) Procurement plans and rewards of contracts</p> <p>xxii) Annual Capacity & Performance Assessment results</p> <p>xxiii) County citizens' budget.)</p> <p>xxiv) Publication of Budgets,</p> <p>xxv) County Integrated Development Plan</p> <p>xxvi) and Annual Development Plan</p> <p>xxvii) The number of counties that has automated the CIDPs and ADP</p> <p>xxviii) The number of Counties that has uploaded the CIDPs and ADP in the website</p>				
	Publication of bills	All bills introduced by the county assembly have been published in the national and in county gazettes or county web site, and similarly for the legislation passed.	<p>County Act, Art. 23.</p> <p>Review gazette bills and Acts, etc.</p>			

		<p>Public Awareness.</p> <p>Introduction of WIFI Centers and screen in the county decentralized units like villages</p>	<p>Review county web site.</p>			
	<p>Monitoring, evaluation, reporting and learning of public participation</p>	<p>No. of M &E, reporting and learning reports</p> <p>Number of activities implemented.</p> <p>Evidence of citizen feedback from the activities implemented.</p>	<p>Feedbacks</p> <p>To monitor the feedback.</p> <p>To inform future action and decision on an activities and projects.</p>			

12. Public Finance, Planning M&E Assessment Tool Part 1 National

No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	TARGET /Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
Thematic Area							
	Authorization of Withdrawal from Public Funds as per Article 228(5) of COK.	Approval of County Exchequer Requisitions	% Compliance with Guidelines for the withdrawal of funds for County Governments	100 OCOB Quarterly Reports			
	Oversight Role – Overseeing implementation of county budgets.	Monitoring the use of public funds to ensure they are in line with the approved budgets	% compliance with Approved budgets and Ceilings	100 OCOB Quarterly and Annual Budget Implementation Review Reports (BIRR) - Monitoring and Evaluation Report.	-		
			Budget Absorption Rate.	100 OCOB Quarterly and Annual Budget Implementation Review Reports			
	Reporting Role (Article 228 (6))	Preparation of Quarterly, Annual	Budget implementation reports are prepared	Quarterly			

No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	TARGET /Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
		and Special Reports to Parliament and Executive on budget implementation	submitted under the prescribed formats	(BIRR) OCOB reports			
	Advisory Role – To promote accountability in the use of public financial resources	Advising county government on improving budget implementation e.g. Low absorption of funds by counties	% Compliance with advisory issues.	100 OCOB Quarterly Reports	-.		
	Formulation, Evaluation and Overseeing Economic and Financial Management Policies and systems for National and County Governments	Designing efficient financial management systems for National and County Governments	% National & County transactions processed through IFMIS	100 IFMIS printouts. -Audit Reports.	-		
		fiscal responsibility Principles (Article 107 of PFM Act, 2012	% County budget allocated to development expenditure	Minimum 30% allocation to County budget reports			
			% National wage bill to the total budget	Maximum 35% National & County budget reports - OCOB	- Reports		
			% allocation of procurement to marginalized 371 and	Minimum 30% National & County procurement reports			

No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	TARGET /Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
			vulnerable groups (PWDs, Youths, Women)				
	Developing Annual Legislative Proposals on Intergovernmental transfers	-Preparation of annual Division of Revenue Bill (DORB), County	Budget Circular issued National Treasury				
		Allocation of Revenue Bill (CARB), County Government	DORB published and submitted to the national assembly				
		Additional Allocations Bill (CGAAB), and County	FSP prepared and submitted to the National Assembly				
		Disbursement schedule for use by counties in developing their County Fiscal Strategy Paper (CFSP), County	National Debt Management Strategy Paper prepared				
		Budget Review and Outlook Papers (CBROP), Medium Term Debt Management Strategy Paper	National Budget estimates prepared and submitted to the National Assembly	By 30 th April every year and websites			
			Appropriation Bill prepared and submitted to the County Assembly	By 30 th June			
			Finance Bill prepared and submitted to the national Assembly	By 30 th June			

No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	TARGET /Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
		(MTDS) and budget estimates					
	Issuing Guidelines and standards on Financial Reporting	Uniform accounting standards are applied by county governments and their entities	% compliance with financial reporting templates issued by the Public Sector Accounting Standards Board	100			
	Strengthening Financial and Fiscal relations between the National and County Governments	Strengthening financial and fiscal relations Including coordinating the handling of IBEC matters, Summit and liaising with COG on intergovernmental matters	Number of court cases on financial matters	No court case (Cordial relations between the two levels of Government resulting from cooperation and consultations on financial matters)	County reports		
			Audit opinion	Unqualified			
	Supporting County Governments in Performing their functions	Timely transfer of funds to County Governments in line with the approved disbursement schedule as well as building the county's capacity to	Fully funded County budgets (absence of budget deficits)	Balanced budget County budget reports			
			% Revenue targets met	100 COB reports			
			Proportion of pending bills to County budgets	Nil (0%) County financial reports			

No.	Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	TARGET /Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
		expand its revenue base					
	Administering the Equalization fund.	The National Treasury is mandated to administer the Equalization Fund in line with Section 18 of the PFM Act, 2012 based on the framework contained in the Public Finance Management (Equalization Fund Administration) Regulations, 2021	Equalization Fund absorption rate	100			
	Enhancement of the County Own Source Revenue	Capacity building County governments of revenue enhancement.	% Revenue targets met				

Part 2 County Government level

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
Thematic Area 1							
: Public Financial Management							
Max score: Maximum 100 points.							
<i>Strengthened budget formulation, resource mobilization and allocation</i>							
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. b) Budget developed using the IFMIS Hyperion module.	Review county budget document, IFMIS up-loads, the CPAR. Check use of Hyperion Module: all budget submissions include a PBB version printed from Hyperion	Maximum 2 points. 2 milestones (a & b) met: 2 points 1 of the 2 milestones met: 1 point		
2.		Budget process follows clear budget calendar	Clear budget calendar with the following key milestones achieved: a) Prior to end of August the CEC member for finance has issued a circular to the county government entities with guidelines to be followed;	PFM Act, art 128, 129, 131. Review budget calendar, minutes from meetings (also from assembly resolutions) circular submission letters, county outlook paper, minutes from meetings and Financial Statements.	Max. 3 points If all 5 milestones (a-e) achieved: 3 points If 3-4 items: 2 points If 2 items: 1 point		

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>b) County Budget review and outlook paper – submission to CEC Finance by 30 September to be submitted to the County assembly 7 days after the CEC has approved it but no later than 15th October.</p> <p>c) County fiscal strategy paper (FSP) – submission (by county treasury) of county strategy paper to county executive committee by 28th Feb, County Treasury to submit to county assembly by 15th of march and county assembly to discuss within two weeks after mission.</p> <p>d) CEC member for finance submits budget estimates to county assembly by 30th April latest.</p> <p>e) County assembly passes a budget with or without amendments by 30th June latest.</p>		If 1 or 0 items: 0 points.		
3.		Credibility of budget	County Budget (in ‘000 KS)				

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
4.			Fully funded County budgets (absence of budget deficits)				
5.			a) Aggregate expenditure out-runs compared to original approved budget/ most current budget b) Expenditure composition for each sector matches budget allocations (average across sectors).	Review the original budget and the annual financial statements, budget progress reports, audit reports, etc. Use figures from IFMIS (general ledger report at department (sub-vote) level).			
6.			. Share of approved unconditional transfers remitted to the County Allocation of Revenue Act)				
7.			Aggregated revenues out-turn in % of the original approved budget				
8.			Ratio of own revenues to total spending				
9.		Development expenditure	Development expenditures as percentage of total aggregated expenditure				

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
10.		Wage bill	Wage bill as % of recurrent expenditures				
11.			Wage bill as % of total Revenue				
12.			% change in wage bill (of aggregated to total expenditures) compared to last year				
13.			Share of county expenditures recorded in IFMIS				
14.			Approved (most recent) budget by sector				
15.			The County Budget and Economic Forum (CBEF) established				
16.		Pending bills	Proportion of pending bills to County budgets				
<i>Revenue Enhancement</i>							
17.			Proportion of revenue collected through the County Revenue Fund (CRF)				
18.			% Revenue collection automated				

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
			Revenues collected through automated processes as % of total own source revenue.				
			% Revenue targets met				
19.	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.			
20.		Increase on a yearly basis in own source revenues (OSR).	% increase in OSR from last fiscal year but one (year before previous FY) to previous FY	Compare annual Financial Statement from two years. (Use of nominal figures including inflation etc.).			
21.			Proportion of own Source Revenue to County revenue potential				
<i>Enhanced capacity of counties on execution (including procurement), accounting and reporting</i>							
22.			% compliance with Financial reporting templates issued by the Public Sector Accounting Standards Board				
23.	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 in CFAR, submitted to the county assembly with copies to the	Review quarterly reports, date and receipts (from CoB). Check against the PFM Act, Art. 166.			

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>controller of budget, National Treasury and CRA.</p> <p>c) Summary revenue, expenditure and progress report is published in the local media/web-page.</p>	<p>CFAR, Section 8.</p> <p>Review website and copies of local media for evidence of publication of summary revenue and expenditure outturns.</p> <p>Monthly reporting and update of accounts</p>			
24.		Quality of financial statements.	<p>Formats in PFMA and CFAR, and standard templates issued by the PSASB board are applied and the FS include core issues such as trial balance, bank reconciliations linked with closing balances, budget execution report, schedule of outstanding payments, appendix with fixed assets register.</p>	<p>Review annual financial statements, bank conciliations and related documents and appendixes to the FS, date and receipts (from CoB and NT).</p> <p>Check against the PFM Act, Art. 166 and the IPSAS format.</p> <p>CFAR, Section 8.</p> <p>Check against requirements.</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>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.</p>			
25.		<p>Monthly reporting and up-date of accounts, including:</p>	<p>The monthly reporting shall include:</p> <ol style="list-style-type: none"> 1. Income and expenditure statements; 2. Budget execution report, 3. Financial statement including: <ol style="list-style-type: none"> a. Details of income and revenue b. Summary of expenditures c. Schedule of imprest and advances; d. Schedule of debtors and creditors; e. Bank reconciliations and post in general ledger. <p>Consolidated financial statements for the previous financial year should be submitted to the office of the Auditor General by 30th of September</p>	<p>monthly reports.</p> <p>See also the PFM Manual, p. 82 of which some of the measures are drawn from.PFM regulation Sec 54(1)</p>			<p>CoB template monthly return</p> <p>IFMIS report</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
26.		Asset registers up-to-date and inventory		assets register, Checkup-dates.			
27.	Internal audit	Effective Internal audit function	Internal Audit in place with quarterly IA reports submitted to IA Committee (or if no IA committee, in place, then reports submitted to Governor)	Review audit reports. Check against the PFM Act Art 155			
		Effective and efficient internal audit committee.	IA/Audit committee established and review of reports and follow-up.	Review composition of IA/Audit Committee, minutes etc. 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 Art 155.			
28.	External audit	Audit opinion	Audit opinion				

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
29.		Audit queries	Total value of audit qualifications (in '000 KS) Total Number of audit queries'				
30.			Settled audit qualifications in % of value of audit qualifications				
31.		Value of audit queries	The value of audit queries as a % of total expenditure	Review audit report from OAG Total expenditure as per reports to CoB.			
32.		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.			
33.		Legislative scrutiny of	Greater and more timely legislative scrutiny of external audit reports	Minutes from meetings, review of previous audit reports.			

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
		audit reports and follow-up	within required period and evidence that audit queries are addressed				
34.	Procurement						
35.	Improved procurement procedures	Improved procurement procedures including use of IFMIs, record keeping, adherence to procurement thresholds and tender evaluation	<p>a) 25 steps in the IFMIS procurement process adhered with.</p> <p>b) County has submitted required procurement reports to PPRA on time.</p> <p>Adherence with procurement thresholds and procurement methods for type/size of procurement in a sample of procurements.</p> <p>d) Secure storage space with adequate filing space designated and utilized</p> <p>e) Completed evaluation reports, including individual evaluator scoring against pre-defined documented evaluation criteria and signed by each member of the evaluation team,</p>	<p>Annual procurement assessment and audit by PPRA and OAG</p> <p>Sample 5 procurements (different size) and review steps complied with in the IFMIS guidelines.</p> <p>reports submitted.</p> <p>reports from tender committees and procurement units.</p> <p>Check for secure storage space and filing space</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>Adherence to AGPO regulations</p> <p>at least 30% of all procurement opportunities should go to youth, women and PWDS (AGPO- Access to Government procurement opportunities)</p>				
<p>Planning and M&E</p> <p>Max score:</p>							
	<p>4th Schedule Part 1 (9)</p> <p>National economic policy and planning.</p>	<p>-Technical support to Counties on the Planning function\</p>	<p>Number of counties seeking technical support from the State Department for Economic Planning</p>				
	<p>County M&E system and frameworks developed</p>	<p>County M&E/Planning unit and frameworks in place.</p>	<p>a) Planning and M&E units (may be integrated in one) established.</p> <p>b) There are designated planning and M&E officer and each line Department has a focal point for planning and one for M&E</p>	<p>Review staffing structure and organogram.</p> <p>Clearly identifiable budget for planning and M&E functions in the budget.</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
			c) Budget is dedicated for both planning and M&E.				
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 of the quarterly meeting in the County M&E Committee. M&E plan			
2.3	County Planning systems and functions established	CIDP formulated and up-dated according to guidelines	a) CIDP: adheres to guideline structure of CIDP guidelines, b) CIDP has clear objectives, priorities and outcomes, reporting mechanism, result matrix, key performance indicators included; and c) Annual financing requirement for full implementation of CIDP does not exceed 200% of the previous FY total county revenue.	CIDP submitted in required format (as contained in the CIDP guidelines published by NT &SD Economic Planning). See County Act, Art. 108, Art 113 and Art. 149. CIDP guidelines, 2013, chapter 4. Cost of CIDP / 5 Compare current ADP with I above			
2.4		ADP submitted on time and	a) Annual development plan submitted to Assembly by September 1st in accordance with required format & contents (Law	Review version of ADP approved by County Assembly for structure, and approval			

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
		conforms to guidelines	<p>says that once submitted if they are silent on it then it is assumed to be passed).</p> <ul style="list-style-type: none"> • b) ADP contains issues mentioned in the PFM Act 126,1, <u>number A-H</u> • All annual planning documents should have been approved by 28th September (Developed and approved by 28th September) and published on the website. 	procedures and timing, against the PFM Act, Sec 126, 1.			
2.5		Linkage between CIDP, ADP and Budget	Linkages between the ADP and CIDP and the budget in terms of costing and activities. (costing of ADP is within +/- 10 % of final budget allocation)	<p>Review the three documents: CIDP, ADP and the budget. The budget should be consistent with the CIDP and ADP priorities.</p> <p>The costing of the ADP is within +/- 10% of final budget allocation.</p>	Maximum: 2 points Linkages and within the ceiling: 2 points.		

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
			Performance standards should indicate, the final development budget allocation	Sample 10 projects across departments and check that they are consistent between the two documents. Final Development Budget allocation			
			% compliance with the Guidelines for the preparation of County Sectoral Plans.				
2.6	Monitoring and Evaluation systems in place and used, with feedback to plans	Production of County Annual Progress Report	<p>a) County C-APR produced;</p> <p>b) Produced timely by September 1 and</p> <p>c) C-APR includes clear performance progress against CIDP indicator targets and within result matrix for results and implementation.</p> <p>(Ad b) Compliance if produced within 3 months of the closure of FY and sent to Council of</p>	<p>Check contents of C-APR and ensure that it clearly link s with the CIDP indicators.</p> <p>Verify that the indicators have been sent to the CoG.</p>	<p>Maximum:points.</p> <p>a) C-APR produced points</p> <p>b) C-APR produced by end of September. 1 point.</p> <p>c) C-APR includes performance against CIDP performance</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
			Governors for information. This will be done in reference with the County Integrated M&E System Guidelines.		indicators and targets and with result matrix for results and implementation: 2 points. (N.B. if results matrix is published separately, not as part of the C-ADP, the county still qualifies for these points)		
2.7		Evaluation of CIDP projects	Evaluation of completion of major CIDP projects conducted on an annual basis.	Review completed project and evaluations (sample 5 large projects).	Maximum: 1 point. Evaluation done: 1 point.		
2.8		Feedback from Annual Progress Report to Annual Development Plan	Evidence that the ADP and budget are informed by the previous C-APR.	Review the two documents for evidence of C-APR informing ADP and budget	Maximum: 1 point. Compliance: 1 point.		

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
			Public participation conducted during the planning process				
		Projects implemented according to cost estimates	Percentage (%) of projects implemented within budget estimates (i.e. +/- 10 % of estimates				
		Maintenance budget to ensure sustainability	Maintenance cost in the last FY (actuals) was minimum 5 % of the total capital budgeted evidence in selected larger projects (projects which have been completed 2-3 years ago) have been sustained with actual maintenance budget allocations (sample of min. 5 larger projects				

13.Human Resource Management Assessment Tool

No	Priority output	Performance Area	Performance Measure Detailed indicators	Means of verification	Scoring /level of importance	Results /score	Detailed assessment findings
		Approved Organizational structures and appropriate/operational intergovernmental sector forum structures	-No. of approved organizational structures - No. of appropriate/operational intergovernmental sector forums	-Reports from County Public Service Boards and County Assembly Service Boards -Reports from line Ministries/Departments COG and IGRTC -Reports from the responsible departments in respective counties			
		Approved or Authorized Staff Establishment (AE).	-No of reports on approved establishment -No. of Reports on approved staff establishment - No. of counties with approved Authorised staff Establishment	-Reports from County Public Service Boards and County assemblies service boards -Reports from CoG -Reports from the responsible departments in respective counties - Report on determination of authorised staff establishment -Report on Headcount exercise -Report from the Auditor General			
		Approved HR Processes and Procedure Manuals	-Number of reports on approved HR processes and procedure manuals - No. of counties with approved processes and procedure manuals	Reports from County Public Service Boards -Reports from COG			

No	Priority output	Performance Area	Performance Measure Detailed indicators	Means of verification	Scoring /level of importance	Results /score	Detailed assessment findings
			-	-Reports from the responsible departments in respective counties			
		Approved Career Guidelines (Schemes of Service)	-No of approved career guidelines -No. of counties with approved career guidelines	-Reports from County Public Service Boards -Reports from COG -Reports from the responsible departments in respective counties			
		Appropriate Staff Grading Structure and nomenclature (designation titles)	-Number of reports on appropriate/approved grading structures and nomenclatures - No. of reports on the same	-Reports from County Public Service Boards and county assemblies boards -Reports from COG -Reports from the responsible departments in respective counties			
		Existence of negotiated and duly signed Recognition Agreements (RAs) and Collective Bargaining Agreements (CBAs)	- Number of negotiated and duly signed recognition agreements and CBAs -No. of Counties with signed recognition agreements - Number of Reports/ Committee minutes on negotiated agreements	Reports from relevant county committees and COG			
		Appropriate Training and capacity development policies and procedures	-Number of appropriate capacity development policies and procedures - No. of counties with appropriate capacity and training development procedures	Reports from County Public Service Boards and County Assembly Service Boards -Reports from COG -Reports from the responsible departments in respective counties			

No	Priority output	Performance Area	Performance Measure Detailed indicators	Means of verification	Scoring /level of importance	Results /score	Detailed assessment findings
		<p>Integrated their HR records, Authorized Staff Establishments and payroll data and uploaded cleaned payrolls in the (Government) Human Resource management information system-Ke (HRIS-KE)</p> <p>4. Appropriate HR Records</p> <ul style="list-style-type: none"> ✓ Appointment letter from the right authority (CPSB) ✓ Letter(s) of deployment ✓ Academic and professional certification from recognized institutions ✓ Training reports ✓ Training Needs Assessment ✓ Staff Performance Appraisal System (SPAS) ✓ Skills Gap Analysis Report ✓ Letter(s) of promotion ✓ Letter(s) of re-designation ✓ Uploaded HR records in the HRIS 	<p>-Downloaded Reports of HR records, Authorized Staff Establishments and payroll data and uploaded cleaned payrolls from the (Government) Human Resource management information system-(HRIS-KE)</p> <p>- No. of Counties with Integrated, clean HR records</p> <p>-No of Counties that have undertaken payroll, HR and skills audit and payroll cleansing</p> <p>- No. of Reports on HR and skills on audit</p> <p>-Reports on HR and skills audit(report)</p> <p>-No of counties that have undertaken with Cleansed payroll data uploaded in HRIS-KE</p>	<p>-Payroll Audit reports</p> <p>- HR and Skills Audit reports</p> <p>-Reports from the Human Resource management information system- HRIS-ke</p>			

No	Priority output	Performance Area	Performance Measure Detailed indicators	Means of verification	Scoring /level of importance	Results /score	Detailed assessment findings
		<p>5. Approved or Authorized Staff Establishment</p> <ul style="list-style-type: none"> ✓ Approved functional structure defining the various functional areas and competencies required ✓ Approved Authorized Staff Establishment for every functional area ✓ Workload analysis to determine optimal staffing ✓ Check whether the staffing is as per the authorized establishment for the right skills mix. ✓ Uploaded Authorized Staff Establishment in the HRI-ke <p>6. Payrolls</p> <ul style="list-style-type: none"> ✓ Appointment letters ✓ Payroll Register ✓ Statutory deductions (payee, nhif, nssf) and 					

No	Priority output	Performance Area	Performance Measure Detailed indicators	Means of verification	Scoring /level of importance	Results /score	Detailed assessment findings
		<p>their remittance to appropriate authorities</p> <ul style="list-style-type: none"> ✓ Processing of benefits (gratuity and pension) and other deductions (Saccos, Mortgage, union dues) ✓ Uploaded cleaned payrolls in the HRIS-ke 					
✓	✓	<ul style="list-style-type: none"> ✓ Integrated Performance Management Framework for County Government. ✓ Integrated Performance Contracting Guidelines for County Governments. ✓ County Governments Performance Management Information System. 	<ul style="list-style-type: none"> -Minutes of Negotiations and Vetting of PCs. -No. of signed PCs at all levels. -Signed Staff Performance Appraisals. -Mid-Year Assessment Report. -Annual Performance Evaluation Report. -Staff Performance Appraisal Report. -System generated reports. -No. of staff or Departments awarded for exemplary performance. 	<ul style="list-style-type: none"> -County Public Service Boards -Public Service Performance Management Unit -County website -Council of Governors -Public Service Performance Management Unit 			

No	Priority output	Performance Area	Performance Measure Detailed indicators	Means of verification	Scoring /level of importance	Results /score	Detailed assessment findings
		<ul style="list-style-type: none"> ✓ Signed 1st Level Performance Contracts (PCs) for all County Departments, CPSB, Office of the County Secretary, Office of the County Attorney and any County State Corporations /County Tertiary Institutions prepared in line with the Plans, Approved Budgets and the Integrated Performance Contracting Guidelines. ✓ Signed Cascaded Performance Contracts for 2nd, 3rd and the Staff Performance Appraisals for all other cadres. ✓ Quarterly Performance Reports. ✓ Mid-Year Assessment Performance Report County Departments and 					

No	Priority output	Performance Area	Performance Measure Detailed indicators	Means of verification	Scoring /level of importance	Results /score	Detailed assessment findings
		<p>Agencies on Performance Contracts.</p> <p>✓ Annual Performance Evaluation Report for all County Departments and Agencies on Performance Contracts.</p> <p>✓ Staff Performance Appraisal system</p>					

14.Automation Assessment Tool

Priority Outputs	Performance Area	Performance Measure (Detailed Indicators)	Means of Verification and Issues to Check	Scoring /level of importance	Result(Score)	Detailed Assessment Findings
Automation and Digital Technology	ICT Policy Development and Implementation	County ICT Policy	County ICT policy framework aligned to National ICT Policy 2019			
	E-Government Services	E-county government services on-boarded on e-citizen platform	e-county government services on-boarded on e-citizen platform			
	ICT Strategy	County ICT strategy	county ICT strategy aligned with national development goals			

15. Governance, Oversight and Legislation

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
	Enhanced capacity to legislate	law-making and scrutiny process	<ul style="list-style-type: none"> • Number of induction/training and study tours conducted • Quality of laws and policies improved 	Reports			
		Enactment of laws and policies	Number of laws and policies enacted	Report Enacted Acts, Assembly Hansard, Gazette Notices			
	Efficient and effective operation procedures	develop/ review Standing Orders	<ul style="list-style-type: none"> • County Assembly Standing Orders developed 	Updated document published and adopted			
		Adherence to County Assembly Standing Orders	Sensitization of MCAs on County Assembly Standing Orders	Training attendance lists, Reports			

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
		Efficient and timely access to the Hansard	<ul style="list-style-type: none"> • Number of MCAs able to access the Hansard • Availability of Updated Hansard guide to conform with the County Assembly Standing Orders 	Report, Hansard access logs, feedback forms			
	Enhance self-governance through democratic, accountable and transparent exercise of power	Transparent exercise of power	<ul style="list-style-type: none"> • Percentage of public with access to information 	Report			
		Holding regular public consultations	<ul style="list-style-type: none"> • Frequency of consultation with the public • Number of consultations 	Report			
	An informed electorate	Civic education	<ul style="list-style-type: none"> • Quality of engagements on the county government, its structures and functions; citizens' rights and responsibilities • No. of citizens with knowledge on the county government, its structures and functions; citizens' rights and responsibilities 	Report			

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
		clamor for accountability of county government officials	<ul style="list-style-type: none"> • Percentage of citizens agitating for accountability from county government officials • Periodic assessment of performance of county government officials 	Reports, Annual survey, Performance audit reports			
	Inclusive decision-making processes	public participation	<ul style="list-style-type: none"> • Percentage of citizens participating in decision making processes • Quality of engagements in public forums • No. of Civic education on public participation 	Forum minutes, photos, signed attendance list			
		inclusion of marginalized groups in decision making	<ul style="list-style-type: none"> • Percentage of citizens from marginalized groups participating in decision-making processes 	Reports			
	Enhanced capacity of MCAs to oversee county budget	Engagement in the budget process	<ul style="list-style-type: none"> • No. of consultative and Sensitization forums on the process of budget scrutiny • Frequency of engagement budgetary processes 	Report, Forum minutes, Attendance list			

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
			<ul style="list-style-type: none"> No. of county assembly staff Sensitize on budgetary processes 				
	Efficient utilization and allocation of county resources	Funds allocation	<ul style="list-style-type: none"> No. of guidelines and procedures develop on allocation of public resources Rate of incidences of misappropriation of funds reported 	CG Reports -auditor General report			
		procurement plans	<ul style="list-style-type: none"> No. of development procurement plans develop No. of sensitization of directorates on procurement plans 	Report, Procurement plan documents, Attendance lists			
		Affirmative action	<ul style="list-style-type: none"> Develop guidelines and procedures to implement 30% affirmative action in public procurement 	Report			
		Quality public service delivery	<ul style="list-style-type: none"> Availability of clear guidelines and procedures on vetting of public officials No. of customer satisfactory surveys 	Report			

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
			<ul style="list-style-type: none"> • No. of relevant policies and laws enacted • Number of citizens receiving satisfactory public services • Number of citizens accessing public services 				
		Transparent and accountable leadership	<ul style="list-style-type: none"> • Number of successfully prosecuted corruption cases reported • No. of public complaints received and forwarded to relevant agencies for actions • Nature of cases coming before Assembly committees 	Reports			

Annex 2: MULTIAGENCY COMMITTEE MEMBERSHIP AND STAKEHOLDERS ENGANGED

	ORGANIZATION/ Agency
1.	State Department for Devolution
2.	Intergovernmental Relations Technical Committee
3.	Council of Governors
4.	Office of the Controller of Budget
5.	Commission on Revenue Allocation
6.	State Department for Wildlife
7.	State Department for The Blue Economy and Fisheries
8.	State Department for Irrigation
9.	State Department for Mining
10.	State Department for Culture and Heritage
11.	State Department for Shipping and Maritime Affairs
12.	SD Water and sanitization
13.	State Department for Tourism
14.	State Department for Forestry
15.	State Department for Environment and Climate Change
16.	State Department for Labour and Skills Development
17.	State Department for Crop Development

	ORGANIZATION/ Agency
18.	State Department for livestock
19.	State Department for Youth Affairs & the Arts
20.	State Department for Sports
21.	State Department for Basic Education
22.	State Department for Technical and, Vocation education and training
23.	State Department for Industry
24.	State Department for Trade
25.	State Department for Co-operatives
26.	State Department for Micro ,Small and Medium Enterprises
27.	State Department for Investment Promotion
28.	State Department for Public Works
29.	State Department for Transport
30.	State Department of Roads
31.	The National Treasury & Economic Planning
32.	State Department for Economic Planning
33.	Kenya National Bureau of Statistics
34.	State Department for Lands and Physical Planning
35.	State Department for Housing and Urban Development

	ORGANIZATION/ Agency
36.	State Department for Public Service
37.	State Department for Broadcasting and Telecommunications
38.	State Department for ICT and Digital Economy
39.	State Department for Medical Services
40.	State Department for Public Health and professional standards
41.	Ministry of Interior & National Administration
42.	State Department for Performance and Delivery Unit
43.	Salaries and Remuneration Commission
44.	National Disaster Command Centre
45.	National Environment Management Authority
46.	National Agency for the Campaign Against Drug Abuse
47.	47 county Governments