

# Safeguarding Democratic Space in Kenya (SADES-K) Activity

Cooperative Agreement # 720-615-18-LA-00001

## FY 2019 Annual Activity Monitoring, Evaluation, and Learning Plan

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## ACRONYMS

<b>AAR</b>	After Action Review
<b>ADS</b>	Automated Directives System
<b>AMELP</b>	Activity Monitoring, Evaluation, and Learning Plan
<b>AO</b>	Agreement Officer
<b>AOR</b>	Agreement Officer's Representative
<b>BBI</b>	Building Bridges to Unity Taskforce
<b>CDCS</b>	Country Development Cooperation Strategy
<b>CLA</b>	Collaborating, Learning, and Adapting
<b>CSO</b>	Civil Society Organization
<b>DDL</b>	Development Data Library
<b>DQA</b>	Data Quality Assessment
<b>FHI 360</b>	Family Health International
<b>GoK</b>	Government of Kenya
<b>GPS</b>	Global Positioning System
<b>IEA</b>	Information Ecosystem Assessment
<b>Internews</b>	Internews Network
<b>LOB</b>	Local Organizing Body
<b>LOP</b>	Life of Project
<b>MEL</b>	Monitoring, Evaluation, and Learning
<b>PIRS</b>	Performance Indicator Reference Sheet
<b>PITT</b>	Performance Indicator Tracking Table
<b>PWD</b>	Persons with Disabilities
<b>QPR</b>	Quarterly Progress Report
<b>SADES-K</b>	Safeguarding Democratic Spaces in Kenya
<b>SCS Global</b>	Strengthening Civil Society Globally
<b>ToC</b>	Theory of Change

## 1. INTRODUCTION TO ACTIVITY MONITORING, EVALUATION, AND LEARNING PLAN (AMELP)

This Activity Monitoring, Evaluation, and Learning Plan (AMELP) describes how Family Health International (FHI 360) and its partner the Internews Network (Internews), will effectively monitor, manage, and adapt based on performance data and project learning. The AMELP will serve as an institutional knowledge-management resource that helps *Safeguarding Democratic Spaces in Kenya* (SADES-K) staff address operational constraints while documenting any necessary corrections. Furthermore, it will facilitate timely adaptive management and program decision making, informed by reliable data collection and analysis that illustrates the effectiveness of implementation and achieving the expected results.

The AMELP is aligned with SADES-K's technical strategy and identifies critical opportunities to utilize monitoring, evaluation, and learning (MEL) to inform program strategy through its adaptive management approach. It highlights Collaborating, Learning, and Adapting (CLA) initiatives that will strengthen activity implementation by providing opportunities to learn from partners and data, inform planning and adaptation, and facilitate rapid responses. CLA activities will also identify strategic entry points for stakeholder collaboration that will leverage the impact of this program through sharing resources, information and coordinated efforts.

To help SADES-K deepen its impact, the AMELP will serve as a critical tool for fostering sustainability of activity results. Findings from MEL activities will be shared with relevant project staff, partners, and stakeholders, to ensure best practices and lessons learned are integrated into future activities to amplify the outcomes and impacts of the program. SADES-K will use the AMELP to promote gender empowerment and social inclusion, by disaggregating indicators by gender, age, and persons with disabilities (PWDs), as appropriate, to inform staff of program adjustments needed for more integrated social inclusion approaches.

This AMELP serves to:

- Determine key performance indicators' precise definitions, data collection methods, baseline values and targets;
- Delineate data management processes for SADES-K staff that align with USAID's data quality standards (ADS 201.3.5.8); and
- Outline CLA initiatives that leverage the impact of this program by providing opportunities to learn from partners, stakeholders and data, and to coordinate rapid, adaptive program management responses.

The AMELP will be a "living" document that guides overall project performance. As the project or country context changes, SADES-K will review the AMELP to determine whether changes to performance indicators or other aspects need to be made, to ensure the processes and tools continue to be salient for program management decision-making. FHI 360's management team will inform the donor of any changes suggested for the M&E approach under SADES-K.

## 2. OVERVIEW

### 2.1 Project Description

After the highly contentious 2017 elections in Kenya, President Kenyatta and the opposition leader Raila Odinga created the Building Bridge Initiative (BBI) to provide the groundwork for legitimate national dialogue and reconciliation. The SADES-K program is a three-year, \$6,350,000 USAID-funded cooperative agreement implemented by FHI 360 and its partner, Internews. The program will support locally-led initiatives and advocacy through technical assistance and grants, resulting in SADES-K's activities addressing governance and social cohesion priorities between electoral periods in Kenya. Moreover, SADES-K's national dialogue and cohesion work will find synergies in an already mobilized environment.

To ensure the program is grounded in, and responding to, Kenyan priorities, SADES-K utilizes a co-creation process that convenes multi-sector stakeholders to design recommendations that include challenges and opportunities, defined priorities, and potential approaches and tools under the four result areas. In October 2018, FHI 360 and Internews organized four regional consultations involving participants from 45 counties, coupled with two interactive co-creation sessions in Nairobi. These activities ensured that SADES-K engagement and programming are informed by local context and content. These activities also supported in forging relationships with CSOs, media actors, and key government actors such as the BBI secretariat.

The **goal** of SADES-K is to enhance Kenya's ability to hold a national conversation on reforms and national cohesion, and to safeguard democratic gains. The four main result areas that will support SADES-K in achieve the program's goal are:

- Result Area 1: Kenya's governance architecture revisited and strengthened;
- Result Area 2: Social and ethnic cohesion strengthened;
- Result Area 3: Civic and democratic space protected; and,
- Result Area 4: National conversation and implementation of outcome monitored for accountability, learning and scale-up.

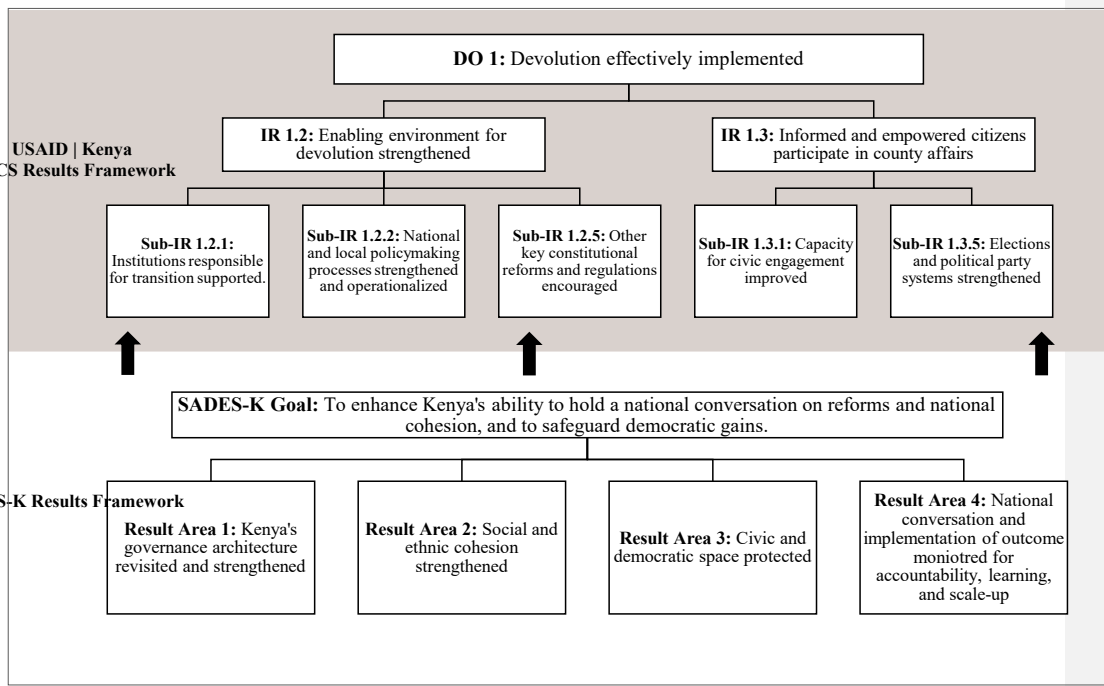
### 2.2 Theory of Change and Results Framework

SADES-K will work with a wide range of national and county-level Kenyan civil society groups and media to support the government of Kenya's (GoK) efforts to strengthen the democratic gains Kenyans have achieved over the years. SADES-K's theory of change (ToC) is:

***IF** Kenya undertakes inclusive legal and institutional reforms that protect civic space, catalyze social cohesion and ensure an even playing field for credible and peaceful elections; and there is the political leadership and commitment to do so, **THEN** Kenya's institutions, democracy, stability, and prosperity will be strengthened.*

SADES-K presumes that if the ToC proves valid, Kenya's route to nurturing national and ethnic cohesion and safeguarding democratic gains as enshrined in the 2010 Constitution will be assured. The SADES-K goal and ToC are reflected in the project's results framework which is depicted below. The graphic also illustrates which elements of USAID/Kenya's Country Development Cooperation Strategy (CDCS) Results Framework SADES-K supports.

Figure 1: SADES-K’s Preliminary Results Framework



### 1.3 Critical Assumptions

SADES-K is designed to protect civic space while ensuring social cohesion to ensure an even playing field for credible and peaceful elections. The successful implementation of SADES-K is contingent on the continued validity of several assumptions, which in large part are outside the program’s locus of control. SADES-K will monitor these key assumptions and their continued validity to optimize planning and adaptation.

Key assumptions for the program include:

*The BBI will be able to carry out its mandate for national dialogue and continue to engage with SADES-K as well as civil society actors.* While SADES-K will facilitate activities that seek to connect civil society and the government, there must be sustained political will from the Kenyan government for the BBI to carry out its objectives under the Nine Point Agenda. To foster constructive dialogue among all stakeholders involved in governance reform and national dialogue, SADES-K will create a diverse Local Organizing Body (LOB)<sup>1</sup> consisting of members from government offices, private sector, civil society, media, and the BBI.

<sup>1</sup> The LOB’s purpose is to help SADES-K identify opportunities to support existing platforms, create multi-sector groups for the co-creation sessions, co-facilitation sessions, design funding streams that will have the greatest impact, mentor grantees, and advise on project activities.

*Civil society organizations will build their capacity and collaborate more effectively to safeguard democratic gains.* The last five years have seen civic space significantly shrink as the State has confronted civil society, media, and key accountability and human rights institutions. For SADES-K to be successful, civil society actors will need to collaborate with like-minded organizations to represent the interests of local communities throughout the country. For this assumption to be met, civil society organizations must build their capacity in all areas, but especially in conveying the interests of citizens to elected officials.

*The GoK will allow SADES-K to operate without interference.* It is important that the SADES-K project is given latitude to operate and that there are no threats of deregistration or closure by the GoK for conducting activities – whether directly or indirectly – through grantee partner organizations.

*The political landscape continues to enable dialogue on governance reform.* Although the post-Handshake environment has alleviated political tensions and raised hope for constructive political dialogue, the political climate can quickly change in Kenya. For example, Kenya will be undertaking a nationwide electoral boundaries review process, national population census and possibly a constitutional referendum during the life of the SADES-K project. These often-contentious undertakings, coupled with already tense discussion around succession politics, are poised to markedly effect on the political environment in the country. The threat of violent flare ups of identity-based conflicts, and violent extremism and/or terrorism, are additional challenges in Kenya’s volatile political environment. Additionally, if high-level politicians, including the two principals, challenge the BBI’s or civil society’s role in national dialogue and governance reform, it will be increasingly difficult for SADES-K to achieve its programmatic goals. To maintain constructive dialogue going forward, SADES-K will closely monitor the political environment, develop risk analysis and carry out mitigation strategies as needed.

### **3. MONITORING AND EVALUATION**

#### **3.1 Performance Indicators**

The following SADES-K indicators were selected to be meaningful, necessary, and sufficient to capture data regarding program implementation. The indicators include both USAID standard indicators as well as activity-specific indicators for activity management. These indicators have been carefully framed to support learning for timely management as well as reporting. Table 1: Overview of Indicators outlines 14 indicators to be monitored under this program. Details regarding the indicator targets are shown in Annex 1 – Performance Indicator Tracking Table (PITT), while data collection procedures are described in Annex 2 – Performance Indicator Reference Sheets (PIRS).

**Table 1: Overview of Indicators**

Indicator	Type of Indicator	Relevant Component
<b>Result 1: Kenya's governance architecture revisited and strengthened</b>		
1	Number of activities in support of the Nine Point Agenda implemented/undertaken by BBI and facilitated through SADES-K	SADES-K Specific Output 1, 4
2	Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions (DR.4.2-2)	(F indicator) – USAID Standard Output 1, 2, 3
<b>Result 2: Social and ethnic cohesion strengthened</b>		
3	Number of USG-supported activities designed to promote or strengthen civic participation of vulnerable groups	USAID Custom Output 1, 2, 3
4	Number of new groups or initiatives created through USG funding dedicated to resolving the drivers of conflict (PS.6.2-1)	(F indicator) – USAID Standard Output 1, 2, 3
5	Number of civil society and political party representatives that participate in reconciliation at county and national levels	USAID Custom Output 1, 2, 3
<b>Result 3: Civic and democratic space protected</b>		
6	Number of USG-assisted media-sector civil society organizations (CSOs) and/or institutions that serve to strengthen independent media or journalists (DR.5.3-2)	(F indicator) – USAID Standard Output 3
7	Number of PBO networks/forums established/strengthened	SADES-K Specific Output 1, 3
8	Number of human rights/rule of law practitioners trained on various civic and democratic, conflict resolution issues	SADES-K Specific Output 1, 2, 3
<b>Result 4: National conversation and implementation of outcome monitored for accountability, learning, and scale up</b>		
9	Number of USG-supported opinion survey reports capturing citizens' feedback on the BBI	SADES-K Specific Output 1, 4
10	Percent change in awareness of the BBI and its mandate for promoting national dialogue and governance reform	SADES-K Specific Outcome 1, 4
11	Percent change in positive perception of the BBI and its reform	SADES-K Specific Impact 1, 4
<b>Cross-Cutting Indicators</b>		
12	Number of consensus building forums (multi-party, civil/security sector, and/or civil/political) held with USG assistance (DR.3.1-3)	(F indicator) – USAID Standard Output 1, 2, 3
13	Number of people participated in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation (PS.6.2-4)	(F indicator) – USAID Standard Output 1, 2, 3
14	Number of laws, policies or procedures drafted, proposed or adopted to promote constitutional reform at regional, county or national level which were supported by SADES-K	USAID Custom Outcome 1, 2, 3



### 3.2 Sentinel Indicators

In addition to performance indicators, SADES-K will also monitor sentinel indicators, a complexity-aware monitoring technique that signals processes of change and reveals the need for additional analysis. These indicators help to track a range of unforeseen outcomes in the dynamic socio-political context, and which will have a direct effect on SADES-K’s performance. These indicators will help USAID and SADES-K to monitor changes to external factors and relationships among actors engaged in the program.

These sentinel indicators will be finalized in consultation with USAID/Kenya, but the following are illustrative sentinel indicators:

- BBI’s willingness and openness to meet and coordinate with SADES-K to further national dialogue and governance reform;
- Media coverage of SADES-K activities, including coverage of grantee and BBI initiatives; and
- The security situation in SADES-K target activity locations – including those covered by grantees.

### 3.3 Data Collection Approaches

To support overall learning under SADES-K, data collection approaches will include qualitative and quantitative assessments and surveys to support the monitoring of activities under the program. Additionally, specific data collection methods will support in the tracking of output and outcome indicators. The most common methods are listed below in Table 2.

Table 2: Data Collection Methods

Method	Purpose	Indicator(s)	Involved
Review of Training and Technical Assistance Reports	To determine the thematic areas and participants that are involved in SADES-K activities. Also, to monitor SADES-K’s ability to support government and CSOs.	1,2,6,7, 8	FHI 360, Internews
Aggregating Activity Sign-In Sheets	To determine what types of participants and CSOs are benefiting from SADES-K’s technical assistance activities (e.g. training, workshops, conferences) as well as number of beneficiaries reached through activities	5, 8, 13	FHI 360, Internews
Surveying	To collect data on public opinion polling and perception change around BBI	9, 10, 11	FHI 360, SADES-K Contractors
Grantee Reports	To determine the activities being conducted by different grantees	1, 2, 3, 4, 6, 7, 8, 12, 13, 14	FHI 360, Internews, SADES-K Grantees

For all activities that are implemented, SADES-K will collect geographic location or coordinate data; this includes all sites that benefit from project resources (e.g. radio stations, CSO offices, communities, etc.). Moreover, for all training activities financed by SADES-K, the program will make sure to comply with Automated Directives System (ADS) 253 – Participant Training and Exchanges for Capacity Development.

In addition to the data collection methods, below are an illustrative list of assessments and surveys to be conducted. SADES-K may potentially introduce new assessments to meet shifting needs of effective implementation and to respond to country context.

**Do No Harm Conflict Sensitivity Assessment.** This provides the SADES-K team with information and knowledge to implement the program in a way that contributes to mitigating rather than exacerbating current tensions and conflicts within the Kenyan context. This rapid assessment was conducted by the FHI 360 team during the proposal stage, will be repeated once all staff are onboarded and will be reviewed as socio-political changes occur in the country.

**Information Ecosystem Assessment (IEA).** The assessment was conducted in September 2018 by SADES-K partner Internews and informs the BBI's citizen engagement strategies. The IEA details how independent the media is from government interference, key institutions in the media industry, and which factors are affecting the media landscape. These salient findings will inform how Internews engages with the media sector in SADES-K activities, for both grantees and the BBI.

**Programmatic Surveys.** SADES-K's local grantees will be engaged in the data collection process in their communities, including surveying beneficiaries. The nature of these surveys will vary based on the focus of the grant projects for each grantee. For grantees engaging in social and ethnic cohesion activities, this may include surveying beneficiaries to determine their understanding of social/ethnic cohesion principles, hate speech, human rights violations, or public interest litigation. All surveys will serve to better inform the grantees about the effectiveness of their activity implementation or change in perspectives among beneficiaries

**Public Opinion Survey.** SADES-K will contract a local organization to collect citizens' opinions about the BBI dialogue process as well as incorporate the results into SADES-K's overall CLA approaches. The research group will work in close coordination with the local monitoring partner when developing the opinion surveys and other data collection tools to ensure data sharing and quality control. Special attention will be given to obtaining inputs and feedback from youth, women, and other marginalized populations.

**Media Monitoring.** Internews will monitor the changes in the number of online or print stories regarding tone surrounding SADES-K activities. The information tracked will include: the name of publication; date of publication; publication link or media house source; excerpts from the publication with indication of tone.

### **3.4 Data Collection by Grantees**

SADES-K will engage its grantees in the data collection process as frontline actors for certain indicators; simultaneously, the team will build the organizational capacity of grantees in data collection and utilization for strategic planning and adaptive management. Consistent monitoring of progress toward the outcomes of SADES-K will require that the grantees have a clear understanding of project indicators for which they will collect data as well as the appropriate processes to ensure the quality of data.

SADES-K needs grantees to have a shared, baseline level of MEL knowledge and skills. Therefore, they will be required to participate in a hands-on comprehensive M&E course at the beginning of their grants: FHI 360's *Planning for Monitoring and Evaluation* course that was developed for *Philanthropy University*. As part of the course, the grantees will become familiar

with the common SADES-K indicators and will receive training on tools developed for ensuring data quality and for standardized reporting across all grantees. SADES-K will use uniform indicator reporting templates on a shared online data management system to ensure efficient, timely, and consistent indicator data collection across grantees. The SADES-K team will monitor data submitted by grantees on an ongoing basis, and as necessary provide capacity development support to address any challenges faced by grantees.

Monitoring, evaluation, and reporting are essential parts of SADES-K. The ability to rapidly collect, review, analyze, and communicate findings is essential for maximizing program results. To facilitate this process, the SADES-K MEL Specialist will be responsible for ensuring pertinent data is shared in a timely manner with program staff to support adaptive management. To ensure data quality to provide reliable information for program decision-makers and to accurately report results, appropriate data quality standards are integrated throughout the data management process.

### **3.5 Evaluations**

The SADES-K team will collaborate with USAID/Kenya should it decide to implement an external evaluation. No internal evaluation was included in the award program description. Baseline assessments such as the IEA and Public Opinion Surveys will provide an understanding for the context in which SADES-K is operating, and to ensure that planned activities are responsive to any on-the-ground changes.

## **4. DATA AND KNOWLEDGE MANAGEMENT**

### **4.1 Data Collection and Learning Loop**

Monitoring, evaluation, and reporting are essential parts of SADES-K. The ability to rapidly collect, review, analyze, and communicate findings is essential for maximizing program results. To facilitate this process, the SADES-K ME&L Officer will be responsible for ensuring pertinent data is shared in a timely manner with program staff to support adaptive management. To ensure data quality to provide reliable information for program decision-makers and to accurately report results, appropriate data quality standards are integrated throughout the data management process.

**Design/Redesign.** It is important to ensure that data collection tools are designed to collect data necessary to inform programming progress. To the extent possible, the project will avoid using proxy measures – especially when direct measures are available and feasible within the program context. During the use of data collection tools, should the data prove to not be valid, reliable, or precise, the MEL team will redesign the tool in order to improve data integrity.

**Collect.** We will use a variety of tools and templates for data collection. To the extent possible and as applicable, SADES-K will utilize mobile technology and FHI 360’s SharePoint to allow different program stakeholders to update information in real time. This also will allow the MEL team to monitor data as it is entered into the cloud to identify data discrepancies and provide capacity development support for individuals uploading data. Additionally, the use of a cloud-based platform will allow data from SADES-K to easily flow into the larger Strengthening Civil Society Globally (SCS Global) platform, helping us meet our obligations to USAID/DRG and to examine trends and issues across the portfolio of SCS activities.

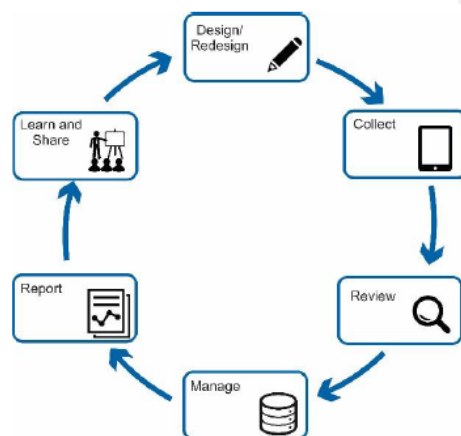
**Review.** The MEL team will review SADES-K stakeholder data to ensure the data is free from integrity and precision errors. Given that the most common error in data collection is transcription errors, use of mobile technology will include data entry constraints to reduce respondent or data transcript errors. For data that are collected via other mechanisms, the MEL team will review the data to identify potential outliers that may be a result of transcription errors.

**Manage.** As necessary, data will be transferred or transcribed into the appropriate databases. Through these databases, data will be collated and aggregated to depict trends. The MEL team will not only examine trends, but will look at external factors that may provide a justification for when the program is over- or under-achieving.

**Report.** SADES-K data will be officially reported in Quarterly Progress Reports. The reports will include the PITT and a narrative description of variances in target versus actual results under the different indicators. This will include looking at opportunities and/or challenges that supported or impeded meeting targets. Informally, the MEL team will provide reports to the SADES-K programs team to help inform program adaptation in real-time. Reports will also be provided to the SCS Global team, allowing them to aggregate findings across all Associate Awards.

**Learn and Share.** Data will be used by SADES-K for management of activities, monitoring of progress of activities, and ensuring that the program remains on-track for meeting the obligations laid out in the cooperative agreement. The data will be shared both formally and informally, helping the program team to determine best practices and lessons learned for adaptive management. It will also feed into the larger SCS Global learning activities, allowing other Associate Awards to benefit from best practices identified.

Figure 2: SADES-K Adaptive Management Data Cycle



## 4.2 Data Management System

To ensure consistent and effective MEL management, SADES-K will use an online data management hub to gather, process, and report on data. In coordination with key technical staff and partners, the remote MEL team will be responsible for ensuring all indicator data is entered into a SharePoint-based online data management system that FHI 360 has effectively used for multiple civil society and media programs. The system will allow SADES-K activities to be coded against SCS Global cross-cutting themes, funding streams, and objectives; map relevant indicators and interventions; and generate automated disaggregation reports. This will contribute to the DRG Center's information sharing and learning across programs of similar thematic focus, allowing SADES-K to pull best practices and lessons learned from other programs.

Data uploaded through SharePoint is aggregated on a project dashboard which will allow SADES-K to provide real-time updates on the programs progress. Moreover, it will allow program staff to monitor key performance indicators, analyze and visualize data to make management decisions, and communicate progress to stakeholders. Partners and grantees will receive varying levels of access to the database, allowing them to submit indicator data and view data based on differing restrictions.

## 4.3 Data Quality Assurances

The quality of reported data depends on the strength of the underlying data management and reporting systems. SADES-K will engage grantees in data collection processes as frontline actors for certain indicators; as such, the MEL team supporting SADES-K will put an emphasis on developing the capacity of grantees as needed. This includes capacity development in data collection and utilization for strategic planning and adaptive management.

Consistent monitoring of progress towards the outcomes of SADES-K will require that grantees have a clear understanding of the SADES-K indicators that they need to track and what methods are appropriate for data collection. Therefore, all SADES-K grantees will be expected to participate in a comprehensive M&E course in the beginning of their grant. As part of the course, grantees will become familiar with the common SADES-K indicators and receive training in all tools developed by SADES-K for standardizing reporting across all grantees and to ensure data quality and consistency. SADES-K will use uniform indicator reporting forms on its shared online data management system to ensure efficient, timely, and consistent indicator data collection across all grantees contributing to a given indicator.

Given that SADES-K is an Associate Award, we will use a standard data quality assurance process to:

1. Verify the quality of data reported (check for validity, integrity, precision, reliability, and timeliness)
2. Assess the data-management and reporting systems used by all SCS Global and Associate Award implementers
3. Develop action plans to address any improvements or changes needed in both the data and the data management and reporting systems

A System Assessment Protocol will support the implementation of the data quality assessments (DQAs) and will be administered at each level of the data collection and reporting systems. The main purpose of the System Assessment Protocol is to identify potential challenges to the quality

of reported data. The assessment of the data management and reporting systems takes place in two stages: first, an off-site desk review of documentation provided by Associate Award implementers, and second, follow-up visits to the implementers by the SCS Global ME&L Specialist or Associate Award M&EL Specialists, as appropriate.

Following ADS 201.3.5.8 guidance, all data will be reviewed for validity, reliability, timeliness, precision and integrity throughout the life of the project.

**Validity.** The data will adequately denote project performance. The data results in the AMELP will be measured by staff trained on our data management procedures and that will use tools that have safeguards integrated to track and verify indicator results.

**Reliability.** FHI 360 will provide specific templates to reduce inconsistencies with data collection and reporting across grantees. SADES-K staff will also be required to use standardized templates to report data based on actual project achievements. Data will be reviewed and verified through spot-checks and DQAs conducted by the MEL team.

**Timeliness.** Data will be collected on a frequent basis. Where possible, SADES-K will use data tools that allow for data to be uploaded onto FHI 360's cloud in real time. Grantees will use certain SADES-K tools that upload automatically to the cloud, in addition to submitting all activity monitoring data monthly with their grant reports.

**Precision.** Data collected will have a sufficient level of detail to permit decision-making under SADES-K. As such, the MEL team will work with grantees and stakeholders to ensure that data collected under SADES-K falls within acceptable margins of error.

**Integrity.** Data collection tools will have procedures and safeguards in place to reduce the risk of transcription error or data manipulation. When possible, data collection tools will have constraints integrated to minimize the likelihood of transcription errors. With regards to manipulation, the MEL team will periodically conduct spot checks to verify data.

Details on specific data quality processes for indicators are further explained in Annex 2 – Performance Indicator Reference Sheets (PIRS). The PIRS combined with tools that facilitate consistent and high-quality data collection will be the first step to ensuring overall data quality. Table 3 depicts functional areas and summary questions to guide SADES-K overall data quality assurances; this guide serves as a quick check for the MEL team at a macro-level to ensure the overall system is working accurately. If while using the guiding questions, the MEL team discovers gaps, these gaps will be documented along with an action plan to address said gaps and an identified time for reviewing the specific area later to ensure the actions steps have been taken. Additionally, Annex 3 – Data Quality Assessment Process<sup>2</sup> depicts the DQA approach for individual SADES-K indicators, focusing more at the micro-level.

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<sup>2</sup> FHI 360's DQA Process is an adaptation of [USAID Recommended Data Quality Assessment Checklist](#) to ensure it's responsive to the activity level data collection.

**Table 3: Guiding Data Quality Assurance Questions**

Functional Areas	Summary Questions
MEL Structures, functions, and capabilities	Do key MEL and data management staff have clearly articulated and assigned responsibilities?
	Have the key MEL and data management staff received the required training?
Indicator definitions and reporting guidelines	Are there operational indicator definitions that meet USAID requirements (demonstrating validity, integrity, reliability, precision, and timeliness), and are the definitions understood by all grantees and data collectors?
	Has the activity clearly documented in written guidance what is reported, by whom and to whom, and how and when reporting is required?
Data collection and reporting forms and tools	Are there standard data collection and reporting forms that are systematically used?
	Are data recorded with sufficient precision/detail to measure relevant indicators?
	Are data maintained in accordance with international or national confidentiality guidelines?
	Are source documents kept and made available in accordance with written policy?
Data management processes	Does clear documentation of collection, aggregation, and manipulation steps exist?
	Are data quality challenges identified and are mechanisms in place for addressing them?
	Are there clearly defined and followed procedures to identify and reconcile discrepancies in data?
	Are there clearly defined and followed procedures to periodically verify data?

## 5. COLLABORATING, LEARNING, AND ADAPTING

### 5.1 SADES-K CLA Agenda

In keeping with FHI 360’s best practice of incorporating CLA core principles into MEL systems, SADES-K’s AMELP is structured to promote learning and adapting by: creating a learning environment and inclusive team; fostering open dialogue; responsiveness to feedback; and, willingness to work with others. SADES-K will employ an adaptive management approach throughout the life of the activity. This CLA approach will support SADES-K in utilizing the evidence base at its disposal in decision-making and course correcting activities. SADES-K will foster both an internal and external-facing CLA culture to enable stakeholders to identify critical points to collaborate.

To capture, analyze, and generate lessons learned and actionable items from the feedback and information elicited during the forums and learning events, SADES-K will implement specific CLA activities as highlighted below. The program will ensure that initiatives complement similar efforts by USAID and others to avoid duplication. Moreover, mechanisms will be designed to ensure that the SADES-K team, local partners, and USAID have regular access to program learning, and the ability to adapt as needed. This will increase SADES-K stakeholders’ ability to make use of opportunities and address challenges in a dynamic operation environment and thereby maximize impact.

**External-Facing CLA.** This approach will ensure the participation of, and information-sharing with, SADES-K’s broader stakeholder group with representation from civil society, the media, the LOB, and the government. The goal of these activities is to share best practices and lessons learned amongst grantees while fostering a sense of collaboration between them. This will allow grantees to remain agile in their implementation, while maximizing the outcomes of

their activities. Additionally, sharing CLA findings with the donor will help to inform USG priorities, funding allocations, as well as future USG-GoK dialogue.

**Internal-Facing CLA.** To promote knowledge-sharing and collaboration, SADES-K’s MEL team will work directly with the program staff each day to ensure that learning leads to evidence-based decision making and agile programming. Additionally, a system of feedback loops will be developed to facilitate the reporting of MEL findings to the SADES-K implementation staff. Findings from internal CLA activities will help improve data utilization and real-time learning for increased programmatic outcomes and impacts over the life of program.

The CLA Activities Action Plan below details opportunities for capturing and utilizing tacit knowledge that will help optimize activity impact. The CLA Plan approaches learning as an integrated process, asking both critical questions that promote collaborative learning and strategic questions that will help build adaptive learning.

**Table 4: CLA Activities Action Plan**

Activity	CLA Focus
<b>External-Facing: SADES-K Stakeholders</b>	
Quarterly Reflection Meetings	<ul style="list-style-type: none"> <li>Events serving as “learning reviews” with program staff, project stakeholders, and the donor; intended to help capture tacit knowledge or anecdotal evidence or trends seen during program implementation</li> <li>Reflect on lessons learned and any impediments to progress or effectiveness in program implementation</li> <li>Sharing best practices and successful adaptations to amplify outcomes across the different stakeholders</li> </ul>
Learning Communities	<ul style="list-style-type: none"> <li>Comprised of CSOs, political analysts, representatives from marginalized groups, and LOB members to review program context and country context</li> <li>Intended to promote reflection and analysis of the Kenyan reality</li> <li>Support the understanding of the inter-relation between political, economic, and social aspects and their effects/impacts on programmatic outcomes</li> </ul>
Strategy Review Sessions	<ul style="list-style-type: none"> <li>Hosting an annual informal session with USAID to review the learning from the past programmatic year</li> <li>Based on the findings from the <i>Quarterly Reflection Meetings</i>, agreeing on what adjustments need to be made to the strategy or the work planning process for the following programmatic year</li> </ul>
Stakeholder Coaching, Mentoring, Shadowing	<ul style="list-style-type: none"> <li>With SADES-K stakeholders, offering the opportunity to participate in a peer-to-peer learning model</li> <li>Grantees with a similar thematic area or geographic location may be paired to foster peer capacity development through coaching, mentoring, or shadowing activities</li> </ul>
<b>Internal-Facing: SADES-K Staff</b>	
SCS Global Research and Learning Agenda	<ul style="list-style-type: none"> <li>SADES-K will participate in, and benefit from, the SCS Global studies on civic space and media literacy as well as benefit from learning generated through other research</li> <li>Through SCS Global, SADES-K will benefit from tools, best practices, and lessons learned shared from other programs of a similar mandate</li> </ul>
After Action Reviews (AARs)	<ul style="list-style-type: none"> <li>Following key programmatic activities (e.g. first-time major activities, activities that bring together multiple partners or stakeholders) to identify programmatic successes and areas for improvement</li> <li>Through AARs, revising or developing tools, policies, procedures to address challenges or formalize best practices.</li> </ul>



Quarterly Reflection Meetings	<ul style="list-style-type: none"> <li>• Discuss strategic programming issues and identify necessary adaptations</li> <li>• Monitoring critical assumptions, including the environmental context</li> </ul>
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## 5.2 SCS Global CLA Agenda

SADES-K will benefit from the SCS Global Leader Award Research and Learning Agenda at no cost to the program. The Research and Learning Agenda includes five topics that have been identified in consultation with USAID and through a broad and participatory process of engaging civil society and media strengthening practitioners and researchers around the world.

The Research Agenda undertakes research as it relates to these topics, and disseminates resulting resources to the development practitioner community, including SCS Global program implementers. SADES-K will have access to SCS Global Resources through the SCS Global website, and relevant resources will be shared directly with SADES-K staff by the SCS Global Research team. As a result, findings from other countries' experiences will be shared with SADES-K so that all SCS Global implementers may learn from other country experiences and lessons learned.

## 6. MEL ROLES AND RESPONSIBILITIES

The **SADES-K ME&L Specialist** in Kenya will be responsible for overseeing all MEL activities for the entire program, including activities conducted by partner organizations, grantees, and sub-contractors. This person will be responsible for leading and/or advising on data collection tool development, capacity building and technical assistance support to grantees, and ensuring that grantees comply with USAID data quality standards. This may include field visits to monitor activity implementation by grantees, provide in-person capacity development support, and other monitoring activities as required by the program. The technical integrity of data collected and uploaded into FHI 360's SharePoint will be checked by the ME&L Specialist.

The MEL specialist will be supported by **FHI 360's M&E Specialist** based out of Washington D.C. The M&E Specialist will monitor data provided by the field, serving as a second review committee of data collected through the program. The M&E Specialist will remain in contact with the field team, providing capacity support in the tool development, complex data analysis, or to troubleshoot issues with data management systems, as needed. The M&E Specialist will also be able to seek support of specialized members of the research and evaluation team in DC.

**Internews** will be responsible for providing data on technical assistance and capacity building activities that are done with grantee organizations. Activity documentation will be uploaded to FHI 360's SharePoint as applicable.

**SADES-K grantees** will be responsible for providing reports of their activities and surveys conducted, along with all datasets, to SADES-K MEL team for review/analysis. All documentation will be saved to the SADES-K SharePoint site. Grantees will be provided with specific tools and templates to ensure uniform data collection and data reporting on activities. As applicable, grantees will also be asked to provide supporting documentation or photos (geo-tagged and time-stamped) of activities as well as detailed activity sign-in sheets.

**SADES-K contractors** will support data collection and research. As such, they will be responsible for getting all their tools approved by the SADES-K ME&L Specialist as well as the FHI 360 M&E Specialist. They will be responsible for submitting all their tools, datasets, and reports to FHI 360's SharePoint.

The **SCS Global ME&L Specialist** and **SCS Global Project Director** will facilitate connections among AA programs to share experiences and lessons learned and include the SADES-K activity on relevant research and learning projects, as relevant.

## 7. REPORTING

### Monthly Progress Report

SADES-K will provide a brief two-page summary of activities that were implemented within the month. The summary will include updates on significant election issues; how/whether the program is responding to those issues; and, a summary of activities under development and implementation for the month. Additionally, the Monthly Progress Reports will include a one-page success story which highlights program impacts, when appropriate results are available. These reports will be submitted on the fifth business day of the following month electronically via email to the agreement officer and the agreement officer representative (AOR).

### Quarterly Progress Reports (QPRs)

QPRs will be submitted in electronic form via email to the AOR no later than 30 calendar days after the end of a reporting period. The reports will summarize accomplishments and issues for the four components; provide details of program highlights, achievements, and major activities; outline budget information per the four components; and articulate problems encountered and proposed remedial action. The fourth quarter report (in October) will be a cumulative annual report, summarizing the fiscal year. As part of the QPRs, SADES-K will include the PITT as an Annex to illustrate the achievements against indicator targets for the reporting period.

### Quarterly Financial Reports

SADES-K will submit quarterly financial reports to USAID no later than 30 calendar days after the completion of a quarter, keeping with 2 CFR 200.327. Also included will be a report on expenditures, accrual information, a comparison of expenditures with budget, and a forecast of expenditures for the next reporting period. Reports will be submitted in electronic copy via email, using the Standard Form 425 or Standard Form 425a, Federal Financial Report, to the AOR, AO, and the Regional Financial Management Services.

### Final Report

SADES-K will submit a final report within 90 calendar days of the estimated date of project completion. The final report will include an overview of what was achieved for all components and provide data for all indicators. The final report will give an overview of all obstacles that were overcome through the life of project (LOP). The final report will also articulate how the sustainability, capacity development, and technical expertise of local organizations and local civil society partners have increased as well as innovative approaches that were adopted and if they were successful models. Finally, it must include a list of all contacts and beneficiaries with contact information, which includes phone numbers and email addresses. A copy will be

submitted to the USAID AOR, the USAID AO, and a copy will be uploaded to USAID's Development Experience Clearinghouse.

### **Data Reporting Requirements**

SADES-K will submit datasets to the development data library (DDL) at [www.usaid.gov/data](http://www.usaid.gov/data), in a machine-readable, non-proprietary format; this includes a copy of any dataset created or obtained in performance of this award, including datasets created by sub-grantees. This report will also be shared with the AOR, AO, and the Performance Monitoring, Evaluation, and Learning Specialist.

### **GIS Reporting**

SADES-K will provide geographic locations or coordinate data quarterly for all USAID-supported sites, including both at implementation organization offices, and locations of all sites that benefit from project resources (e.g. radio stations, communities, etc.). Location data will be provided as latitude and longitude coordinates as derived from Global Positioning System (GPS) units, GPS-enabled mobile devices, or a digital map interface, such as Google Earth or Google Maps. When providing exact latitude and longitude coordinates poses sensitivity issues, another geographic resolution for reporting activity locations will be agreed upon with the AOR.

Additional attribute data such as project name, activity name, implementing partner name (including sub-partners information), project start and end dates, project description, beneficiaries, etc. will be submitted along with the location data for reporting and portfolio management needs. This information will be provided quarterly as an Annex to the QPRs. SADES-K will obtain guidance from the AOR for the format to be used and additional attribute data to be reported.

## ANNEX 1: PERFORMANCE INDICATOR TRACKING TABLE (PITT)

Ind	Indicator	Responsible Team	Frequency of Data Collection	Disaggregation	Baseline	FY18 Total	FY19Q1	FY19Q2	FY19Q3	FY19Q4	FY19 Total	FY20 Total	FY21 Total	LOP	
Result Area 1: Kenya's governance architecture revisited and strengthened															
Output															
1	Number of activities in support of the Nine Point Agenda implemented/undertaken by BBI and facilitated through SADES-K	FHI 360	Quarterly	Thematic Area	0	Target	-	-	-	-	15				15
						Actual	-								
						Variance	-								
2	(F-Indicator) Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions	FHI 360, Internews	Quarterly	Location, Thematic Area	0	Target	-	-	-	-	6	6	8	4	18
						Actual	-								
						Variance	-								
Result Area 2: Social and ethnic cohesion strengthened															
Output															
3	Number of USG-supported activities designed to promote or strengthen the civic participation of vulnerable groups	FHI 360, Internews	Quarterly	Location; Activity Type; Vulnerable Group Type	0	Target	-	-	-	-	5	5	15	-	20
						Actual	-								
						Variance	-								
4	(F-Indicator) Number of new groups or initiatives created through USG funding dedicated to resolving the drivers of conflict	FHI 360	Quarterly	Location; Group Type	0	Target	-	-	-	-	2	2	6		8
						Actual	-								
						Variance	-								
5	Number of civil society and political party representatives that participate in	FHI 360	Quarterly	Sex; Youth vs. Non-Youth	0	Target	-	-	-	-	50	50	100	-	150
						Actual	-								

**Commented [ZA1]:** Indicator 1 inclusion in SADES-K plans depends upon budget realignment conversation to be held 02/26/19. Assuming the indicator remains following that discussion, this target of 15 is comprised of the BBI's 12 county forums and 3 reflection meetings, all of which will happen by the end of FY19 (FY19 Q4).

If this indicator is removed, there will need to be adjustments to several other indicators that draw from the county forums and reflection meetings.

**Commented [ZA2]:** Targets adjusted to reflect learning from initial in-country meetings between potential grantees and SADES-K MEL and grants staff.

FY21 is currently blank as the CSO grants are due to end in FY20 – targets can be revisited, as necessary, when decisions on grantee extensions are made.

**Commented [ZA3]:** As above comment

**Commented [MO4]:** As above. These are estimates. Once implementation begins, targets will be closely tracked and if adjustments are necessary, we will raise this with USAID.

FY21 is currently blank as the CSO grants are due to end in FY20 – targets can be revisited, as necessary, when decisions on grantee extensions are made.

Ind	Indicator	Responsible Team	Frequency of Data Collection	Disaggregation	Baseline		FY18 Total	FY19Q1	FY19Q2	FY19Q3	FY19Q4	FY19 Total	FY20 Total	FY21 Total	LOP
	reconciliation at county and national levels					Variance	-								
<b>Result Area 3: Civic and democratic space protected</b>															
<b>Output</b>															
6	(F Indicator) Number of USG-assisted media outlets and media-sector CSOs and institutions that serve to strengthen the independent media or journalists	FHI 360, Internews	Quarterly	Location; Entity Type	0	Target	-	-	-	-	2	2	3	2	7
						Actual	-								
						Variance	-								
7	Number of PBO networks/forums established/strengthened	FHI 360, Internews	Quarterly	Location; Strengthened vs. Established	0	Target	-	-	-	-	2	2	4	-	6
						Actual	-								
						Variance	-								
8	Number of human rights/rule of law practitioners trained on various civic and democratic, conflict resolution issues	FHI 360, Internews	Quarterly	Sex; Youth vs. Non-Youth;	0	Target	-	-	-	-	50	50	100	-	150
						Actual	-								
						Variance	-								
<b>Result Area 4: National conversation and implementation of outcome monitored for accountability, learning, and scale up</b>															
<b>Output</b>															
9	Number of USG-supported opinion survey reports capturing citizens' feedback on the BBI	FHI 360	Annual	Theme	0	Target	-	-	-	1	-	1	2	1	4
						Actual	-								
						Variance	-								
<b>Outcome</b>															
10		FHI 360	Annual		TBD	Target	-	-	-	-	-	-	15%	20%	20%

**Commented [M05]:** The LOP target is changed from 3 to 7 media outlets/CSOs assisted.

**Commented [M06]:** As above. These are estimates. Once implementation begins, targets will be closely tracked and if adjustments are necessary, we will raise this with USAID.

FY21 is currently blank as the CSO grants are due to end in FY20 – targets can be revisited, as necessary, when decisions on grantee extensions are made.

Ind	Indicator	Responsible Team	Frequency of Data Collection	Disaggregation	Baseline		FY18 Total	FY19Q1	FY19Q2	FY19Q3	FY19Q4	FY19 Total	FY20 Total	FY21 Total	LOP
	Percentage change in awareness of the BBI and its mandate for promoting national dialogue and governance reform			Location; Respondent Sex; Youth vs. Non-Youth Respondent		Actual	-								
Variance						-									
<b>Impact</b>															
11	Percent change in positive perception of the BBI and its reform	FHI 360	Annual	Location; Respondent Sex; Youth vs. Non-Youth Respondent	TBD	Target	-	-	-	-	-	-	5%	10%	10%
						Actual	-								
						Variance	-								
<b>Cross-Cutting Indicators</b>															
<b>Output</b>															
12	(F Indicator) Number of consensus building forums (multi-party, civil/security sector, and/or civil/political) held with USG assistance	FHI 360, Internews	Quarterly	Location; Theme	0	Target	-	-	-	-	3	3	14	7	24
						Actual	-								
						Variance	-								
13	(F-Indicator) Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation	FHI 360	Quarterly	Sex; Youth vs. Non-Youth	0	Target	-	-	-	-	3000	3000	6280	-	9280
						Actual	-								
						Variance	-								
<b>Outcome</b>															
14	Number of laws, policies or procedures drafted, proposed, or adopted to promote constitutional reform at regional, county, or national level which were supported by SADES-K	FHI 360	Quarterly	Status; Type	0	Target	-	-	-	-	-	-	5		5
						Actual	-								
						Variance	-								

**Commented [M07]:** The definition for this indicator specifies that, "(f)or purposes of this indicator, a series of regularly-recurring meetings/events that are part of the same process are counted as one event, e.g., a series of municipal government hearings to get feedback on a three-year development plan should be counted as one event". (See PIRS on p.31) A series of forums/events may ultimately focus on one issue and will therefore only be counted once toward this indicator. As a result, we feel a target of 24 is realistic, but can adjust upward in consultation with USAID if we realize our current impression of topical recurrence is mistaken. The 24 is comprised of the BBI's 12 county forums and 3 reflection meetings, plus 9 forums led by grantees.

**Commented [ZA8]:** This indicator target has been revised upward but will be closely monitored in case realignment appears necessary as implementation unfolds. Variables included in reaching these estimates are: 11 grantees reaching 700 individuals each, then adding estimated participation at county-level engagements. Because of how this indicator is reported – the same individual can be counted only once each individual FY – we will attempt to track new individuals reached as well as continuing individuals (if someone was reached in FY19, then again in FY20). New individual totals for each year will be compiled for a LOP total. The PIRS for this indicator has been updated to reflect this.

FY21 is currently blank as the CSO grants are due to end in FY20 – targets can be revisited, as necessary, when decisions on grantee extensions are made.

**Commented [ZA9]:** We shifted the timing of these activities from 2 in FY19, 2 in FY20, and 1 in FY21 to all 5 in FY20 to reflect that any progress on the activities in this indicator likely will not be realized until FY20. As implementation unfolds, if 5 seems too ambitious given the multitude of factors involved in actual policy development that are beyond SADES-K control, we will revisit this target with USAID.

Grantees will be provided a matrix tool by SADES-K to help them track and validate their policy-related work.

## ANNEX 2: PERFORMANCE INDICATOR REFERENCE SHEETS (PIRS)

PERFORMANCE INDICATOR REFERENCE SHEET	
<b>USAID Development Objective (1):</b> Devolution effectively implemented	
<b>USAID Intermediate Result (1.2):</b> Enabling environment for devolution strengthened	
<b>Name of Result Area (1):</b> Kenya's governance architecture revisited and strengthened	
<b>Name of Indicator (1):</b> Number of activities in support of the Nine Point Agenda implemented/undertaken by BBI and facilitated through SADES-K	
<b>Is this a Standard Indicator:</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	
DESCRIPTION	
<b>Precise Definition(s):</b> Each year, the BBI designs an annual workplan describing the different activities to be implemented. This indicator tracks activities that were implemented or undertaken by BBI with the support of technical or financial assistance from SADES-K. Technical assistance can be support directly from SADES-K staff or any entity receiving technical and/or financial assistance from SADES-K. Financial assistance will be any financial assistance provided directly from FHI 360 or its implementing partners.	
<b>Unit of Measure:</b> Number of Activities	
<b>Disaggregated by:</b> Thematic Area	
<b>Justification &amp; Management Utility:</b> This indicator will allow SADES-K to monitor the implementation of BBI activities. This will help in understanding the progress the BBI is making towards addressing the main issues that risk tearing the country apart, including ethnic antagonism, exclusion, lack of national ethos, divisive elections, and corruption.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of activities based on source documentation	
<b>Data Source:</b> Grantee Reports from BBI	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> SADES-K MEL Specialist	
<b>Location of Data Storage:</b> Data will be stored on FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the themes of activities	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target will be 15 workplan activities.	
<b>Other Notes</b>	
<b>THIS SHEET WAS LAST UPDATED ON:</b> 19 February 2019	

PERFORMANCE INDICATOR REFERENCE SHEET	
<b>USAID Development Objective (1):</b> Devolution effectively implemented	
<b>USAID Intermediate Result (1.3):</b> Informed and empowered citizens participate in county affairs	
<b>Name of Result Area (1):</b> Kenya's governance architecture revisited and strengthened	
<b>Name of Indicator (2):</b> Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions	
<b>Is this a Standard Indicator:</b> <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (DR.4.2-2)	
DESCRIPTION	
<p><b>Precise Definition(s):</b> Any CSO that receives technical assistance or financial support through the SADES-K project will be counted as having received USG assistance. Of these CSOs, any that initiate or participate in advocacy interventions will be counted toward the indicator. Advocacy should be understood as a means for individuals, constituencies, or organizations to shape public agendas, change public policies, and influence other processes that impact their lives. Advocacy does not involve one march, meeting or poster, but a series of strategic, interconnected, integrated activities designed to achieve a goal. It may include a wide range of activities, such as lobbying, public interest litigation, letter writing campaigns, civil disobedience, etc. Advocacy interventions tend to:</p> <ul style="list-style-type: none"> <li>• Be strategic (a deliberate, planned action, not random);</li> <li>• Involve a set of actions that are sustained in order to build and direct pressure;</li> <li>• Be designed to persuade;</li> <li>• Involve alliance building.</li> </ul> <p>Successful advocacy efforts result in change.</p>	
<b>Unit of Measure:</b> Number of CSOs	
<b>Disaggregated by:</b> Location; Thematic Area	
<b>Justification &amp; Management Utility:</b> This indicator will shed light on the extent to which SADES-K is working with civil society to assist them in having a voice in public decision-making and other political processes. SADES-K will use this indicator to report on how it's supporting civil society.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of CSOs based on source documentation	
<b>Data Source:</b> Grantee Reports; Advocacy Tracking Matrix	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> SADES-K MEL Specialist and Internews M&E team	
<b>Location of Data Storage:</b> Data will be stored on FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the type and location of CSO	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target will be 18 CSOs.	
<b>Other Notes</b>	
<b>THIS SHEET WAS LAST UPDATED ON:</b> 7 January 2019	



PERFORMANCE INDICATOR REFERENCE SHEET	
USAID Development Objective (1): Devolution effectively implemented	
USAID Intermediate Result (1.3): Informed and empowered citizens participate in county affairs	
Name of Result Area (2): Social and ethnic cohesion strengthened	
Name of Indicator (3): Number of USG-supported activities designed to promote or strengthen the civic participation of vulnerable groups	
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (DR 4.1)	
DESCRIPTION	
<p><b>Precise Definition(s):</b> An activity is a specific, individual action under SADES-K, for example a training or a capacity development initiative, or an advocacy campaign to encourage and increase vulnerable groups' participation. To be counted, the activity should explicitly identify strengthening, promoting, or increasing vulnerable groups' participations as one of its objectives. Illustrative examples of activities that promote and strengthen vulnerable groups' participation include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Support or training for vulnerable individual civil society members or women-led and/or vulnerable group-led CSOs</li> <li>• Support and training for vulnerable individual members of the media</li> <li>• Efforts to encourage vulnerable individuals' participation in community meetings, organizations, and/or citizen-government dialogues.</li> </ul> <p>This indicator does not include activities designed to retain or recruit women or vulnerable individuals into positions within local or national government, nor does it include activities that work with political parties to increase the number of candidates and/or members who are women or vulnerable individuals.</p>	
<b>Unit of Measure:</b> Number of activities	
<b>Disaggregated by:</b> Activity type (e.g. training, workshop, advocacy campaign); Location; Vulnerable Group Type	
<b>Justification &amp; Management Utility:</b> This indicator will allow SADES-K to determine whether activities are building necessary or enabling conditions for the achievement of long-term, sustainable progress towards more inclusive civic processes. This will support increased citizen accountability and decision-making that better reflects the needs and interests of all citizens. In addition, this output is a contributing factor to long-term progress towards increasing gender equality, women's empowerment, and vulnerable groups' rights.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of activities to strengthen women's and vulnerable groups' participation based on source documentation	
<b>Data Source:</b> Training reports; Technical Assistance Reports; Workshop Agendas	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> MEL Specialist and Internews M&E team	
<b>Location of Data Storage:</b> Data will be uploaded to FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the activity type	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target is 20 activities	
<b>Other Notes</b>	
THIS SHEET WAS LAST UPDATED ON: 19 February 2019	

PERFORMANCE INDICATOR REFERENCE SHEET	
<b>USAID Development Objective (1):</b> Devolution effectively implemented	
<b>USAID Intermediate Result (1.3):</b> Informed and empowered citizens participate in county affairs	
<b>Name of Result Area (2):</b> Social and ethnic cohesion strengthened	
<b>Name of Indicator (4):</b> Number of new groups or initiatives created through USG funding dedicated to resolving the drivers of conflict	
<b>Is this a Standard Indicator:</b> <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (PS.6.2-1)	
DESCRIPTION	
<b>Precise Definition(s):</b> This indicator registers the creation of a new group or entity, as well as the launch of a new initiative or movement by an existing entity that is dedicated to resolving conflict or the drivers of the conflict. Groups include registered non-governmental organizations, clubs, associations, networks, or similar entities. Initiatives may be campaigns, programs, projects, or similar sets of activities sustained over a period of three months or more by the same types of groups/entities. Building peace or resolving conflict must be a stated purpose of the group or initiative as expressed in a grant proposal or documentation submitted to the USG, but peace-building need not be the publicly stated purpose. Groups/entities may not include the USG, Host Governments, political parties, or security forces. To be counted in this indicator, USG funding must have been a necessary enabling factor leading to the creation of the group or initiative. Each new initiative or group counts as 1 unit for measurement.	
<b>Unit of Measure:</b> Number of new groups or initiatives	
<b>Disaggregated by:</b> Location; Thematic Area	
<b>Justification &amp; Management Utility:</b> The indicator shows the immediate accomplishments of the project, though it does not include a detailed analysis of what has changed as a result of these new groups. In conflict-affected and fragile states, trainings, assessments, workshops or similar activities for integrating gender analysis and gender sensitivity could be counted under this indicator. Gender sensitivity in conflict contexts is associated with greater sensitivity to conflict dynamics overall.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of groups/initiatives based on source documentation	
<b>Data Source:</b> Activity (training, workshop, form, mass media) reports; Grantee Workplans; Grantee Reports	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> MEL Specialist and Internews M&E team	
<b>Location of Data Storage:</b> Data will be uploaded to FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the type of activities implemented	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target is 8 groups/initiatives.	
<b>Other Notes</b>	
<b>THIS SHEET WAS LAST UPDATED ON: 7 January 2019</b>	

PERFORMANCE INDICATOR REFERENCE SHEET	
USAID Development Objective (1): Devolution effectively implemented	
USAID Intermediate Result (1.3): Informed and empowered citizens participate in county affairs	
Name of Result Area (2): Social and ethnic cohesion strengthened	
Name of Indicator (5): Number of civil society and political party representatives that participate in reconciliation at county and national levels	
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	
DESCRIPTION	
<b>Precise Definition(s):</b> Civil society will include any organization of groups or entities that work to promote public interest or that of their members. Political party representatives refer to individuals who represent the interests of their political parties. Reconciliation efforts will include activities, meetings, conferences, seminars or events geared towards bring communities together or creating understanding.	
<b>Unit of Measure:</b> Number of representatives	
<b>Disaggregated by:</b> Location; Respondent Sex; Youth vs. Non-Youth Respondent	
<b>Justification &amp; Management Utility:</b> This will allow SADES-K to monitor the involvement of some of the key stakeholders in the governance and democracy process within the project.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of representatives based on source documentation	
<b>Data Source:</b> Activity (training, workshop, form, mass media) reports; Grantee Workplans; Grantee Reports	
<b>Frequency and Timing of Data Acquisition:</b> Annual	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> MEL Specialist	
<b>Location of Data Storage:</b> Data will be uploaded to FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the location	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported annually in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this activity is 0. The LOP target will be 150 representatives	
<b>Other Notes</b>	
THIS SHEET WAS LAST UPDATED ON: 19 February 2019	

PERFORMANCE INDICATOR REFERENCE SHEET	
<b>USAID Development Objective (1):</b> Devolution effectively implemented	
<b>USAID Intermediate Result (1.3):</b> Informed and empowered citizens participate in county affairs	
<b>Name of Result Area (3):</b> Civic and democratic space protected	
<b>Name of Indicator (6):</b> Number of USG-assisted media-outlets and media-sector CSOs and institutions that serve to strengthen the independent media or journalists	
<b>Is this a Standard Indicator:</b> <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (DR 5.3-2)	
DESCRIPTION	
<b>Precise Definition(s):</b> Any CSO or institution that receives technical assistance or financial support from SADES-K project will be counted as having received USG assistance. To be counted under this indicator, CSO and institutions must endeavor to defend free media rights, provide professional journalism or media training, lobby on behalf of independent media sector interests, and/or otherwise serve to strengthen the functioning of independent media and/or journalists as at least one substantive component of their mission or agenda.	
Examples include: journalist unions, media industry associations, mid-career journalist training centers, university journalism schools, press councils, media rights monitoring groups, or any CSO which serves to strengthen or support the independent media and/or journalists as part of its mission.	
<b>Unit of Measure:</b> Number of CSOs and support institutions	
<b>Disaggregated by:</b> Location; Entity Type (e.g. CSO, Media Outlet, Institution)	
<b>Justification &amp; Management Utility:</b> This will allow SADES-K to determine the number of entities that are helping to strengthen independent media and journalists in the country, resulting in more coverage that is not directly influenced by government. This will provide a better understanding of SADES-K's efforts towards protecting freedom of the press and expression, while raising the professional quality of journalism and overall strengthening the functioning of independent media.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of entities based on source documentation	
<b>Data Source:</b> Grantee reports, Training reports, Technical Assistance Reports	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> MEL Specialist and Internews M&E Team	
<b>Location of Data Storage:</b> Data will be uploaded to FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on entity	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target will be 7 USG-assisted institutions.	
<b>Other Notes</b>	
THIS SHEET WAS LAST UPDATED ON: 19 February 2019	

PERFORMANCE INDICATOR REFERENCE SHEET	
<b>USAID Development Objective (1):</b> Devolution effectively implemented	
<b>USAID Intermediate Result (1.3):</b> Informed and empowered citizens participate in county affairs	
<b>Name of Result Area (3):</b> Civic and democratic space protected	
<b>Name of Indicator (7):</b> Number of PBO networks/forums established/strengthened	
<b>Is this a Standard Indicator:</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	
DESCRIPTION	
<b>Precise Definition(s):</b> A network is a group of two or more organizations with an existing agreement on cooperation or collaboration or working relationship in place. Agreements can be either formal (e.g. verified by existence of memorandum of understanding, letter of agreement, contract, etc.) or informal (e.g. verifiable verbal commitment to collaborate, recognition of common objectives, ad hoc information/resource sharing, etc.). A network will be considered as established under SADES-K if after working with the program a group of two or more organizations have developed an agreement to collaborate or cooperate. It will be considered “established” if the group has never worked together in the past; if they have collaborated in the past, a network will still be considered as “established” if the focus is on a different sector/topic/area than previously. Any network established as per the above should not be counted as having been “strengthened” during the same quarter that it is established; it can only be counted under “strengthened” in subsequent quarters. Strengthening refers to support through technical or financial assistance provided through SADES-K.	
<b>Unit of Measure:</b> Number networks	
<b>Disaggregated by:</b> Location; Strengthened/Established; Formal/Informal	
<b>Justification &amp; Management Utility:</b> The PBO Act 2013 has not been implemented in the country as was expected. Thus SADES-K will be working with grantees to enhance awareness and understanding on the PBO Act through formation of networks or platforms. The networks or platforms will constitute various CSOs working both at the county and national level to push for reforms within the country. This indicator will help to inform programming support for civil society and help identify priorities in the critical reform areas. This will also help SADES-K to demonstrate the broad reach of USG democracy assistance in Kenya.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of networks based on source documentation	
<b>Data Source:</b> Sign-in Sheets; Activity Reports; Grantee Reports; Documentation from CSOs	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> SADES-K MEL Specialist and Internews M&E team	
<b>Location of Data Storage:</b> Data will be stored on FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the mechanism	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target is 6 networks.	
<b>Other Notes</b>	
<b>THIS SHEET WAS LAST UPDATED ON:</b> 11 January 2019	

PERFORMANCE INDICATOR REFERENCE SHEET	
USAID Development Objective (1): Devolution effectively implemented	
USAID Intermediate Result (1.3): Informed and empowered citizens participate in county affairs	
Name of Result Area (3): Civic and democratic space protected	
Name of Indicator (8): Number of human rights/rule of law practitioners trained on various civic and democratic, conflict resolution issues	
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	
DESCRIPTION	
<b>Precise Definition(s):</b> This will include human rights/rule of law practitioners who will be trained. Training alludes to all training or education events whether short-term or long-term, at county or national level. It is defined as skill or knowledge transfer intended to strengthen human rights/rule of law practitioner's ability to report on civic, democratic and conflict resolution etc. Reports will capture the type of training, participants, duration of training and completion.	
<b>Unit of Measure:</b> Number of human rights/rule of law practitioners	
<b>Disaggregated by:</b> Sex; Youth vs. Non-Youth	
<b>Justification &amp; Management Utility:</b> This indicator will help SADES-K to monitor the support being provided to human rights/rule of law practitioners to work towards strengthening the democratic space in the country.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of individuals based on source documentation	
<b>Data Source:</b> Sign-in Sheets; Activity Reports; Grantee Reports	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> SADES-K MEL Specialist and Internews M&E team	
<b>Location of Data Storage:</b> Data will be stored on FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on sex and age	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target is 150 individuals.	
<b>Other Notes</b>	
<b>THIS SHEET WAS LAST UPDATED ON: 19 February 2019</b>	

PERFORMANCE INDICATOR REFERENCE SHEET	
<b>USAID Development Objective (1):</b> Devolution effectively implemented	
<b>USAID Intermediate Result (1.3):</b> Informed and empowered citizens participate in county affairs	
<b>Name of Result Area (4):</b> National conversation and implementation of outcome monitored for accountability, learning, and scale up	
<b>Name of Indicator (9):</b> Number of USG-supported opinion survey reports developed capturing citizens' feedback on the BBI	
<b>Is this a Standard Indicator:</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	
DESCRIPTION	
<b>Precise Definition(s):</b> Opinion survey reports developed as a result of technical or financial assistance from SADES-K will be considered as USG-supported. Reports must include citizen feedback on BBI to be counted under this indicator. USG-supported opinion survey reports are any reports written with technical or financial assistance from SADES-K.	
<b>Unit of Measure:</b> Number of reports	
<b>Disaggregated by:</b> Theme	
<b>Justification &amp; Management Utility:</b> This indicator will allow SADES-K to monitor the amount of opinion survey reports that are being generated. These reports are critical to ensuring learning and adapting in SADES-K programming; they provide information on the public and areas of potential intervention.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Contractors administering surveys in target locations where they implement SADES-K activities	
<b>Data Source:</b> Survey	
<b>Frequency and Timing of Data Acquisition:</b> Annual	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> MEL Specialist	
<b>Location of Data Storage:</b> Data will be uploaded to FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the theme	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported annually in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target is 3 reports.	
<b>Other Notes</b>	
<b>THIS SHEET WAS LAST UPDATED ON:</b> 11 January 2019	

PERFORMANCE INDICATOR REFERENCE SHEET	
<b>USAID Development Objective (1):</b> Devolution effectively implemented	
<b>USAID Intermediate Result (1.3):</b> Informed and empowered citizens participate in county affairs	
<b>Name of Result Area (4):</b> National conversation and implementation of outcome monitored for accountability, learning, and scale up	
<b>Name of Indicator (10):</b> Percentage change of awareness of the BBI and its mandate for promoting national dialogue and governance reform	
<b>Is this a Standard Indicator:</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	
DESCRIPTION	
<p><b>Precise Definition(s):</b> This indicator will survey individuals to determine whether they are aware of BBI's mandate for promoting national dialogue and governance reform. Specific survey respondents may differ over time, hence the formula below outlining % change in the % of all those surveyed at interval X who are aware of BBI and its mandates. The indicator will be measured as follows:</p> $\% \text{ change in } \% \text{ of beneficiaries with awareness of BBI Mandate} = \frac{(\text{Beneficiary}_x - \text{Beneficiary}_{x-1})}{\text{Beneficiary}_{x-1}}$ <p>Where:  <i>Beneficiary<sub>x-1</sub></i> = Percent of beneficiaries that are aware of BBI's mandate during the previous survey data collection period  <i>Beneficiary<sub>x</sub></i> = Percent of beneficiaries that are aware of BBI's mandate during the current survey data collection period</p>	
<b>Unit of Measure:</b> Percent change in awareness	
<b>Disaggregated by:</b> Location; Respondent Sex; Youth vs. Non-Youth Respondent	
<b>Justification &amp; Management Utility:</b> This indicator will allow SADES-K to understand changes in BBI awareness among the populations where SADES-K work is being completed. It is not meant to imply causality or attribution to SADES-K, but as a marker for increased citizen awareness in targeted areas, which may be influenced by SADES-K.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Contractors administering surveys in target locations where they implement SADES-K activities	
<b>Data Source:</b> Survey	
<b>Frequency and Timing of Data Acquisition:</b> Annual	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> MEL Specialist	
<b>Location of Data Storage:</b> Data will be uploaded to FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the location	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting findings and disaggregation	
<b>Reporting of Data:</b> Data will be reported annually in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is TBD. The LOP target will be 15% change in awareness.	
<b>Other Notes</b>	
<b>THIS SHEET WAS LAST UPDATED ON: 11 January 2019</b>	



PERFORMANCE INDICATOR REFERENCE SHEET	
<b>USAID Development Objective (1):</b> Devolution effectively implemented	
<b>USAID Intermediate Result (1.3):</b> Informed and empowered citizens participate in county affairs	
<b>Name of Result Area (4):</b> National conversation and implementation of outcome monitored for accountability, learning, and scale up	
<b>Name of Indicator (11):</b> Percent change in positive perception of the BBI and its reform	
<b>Is this a Standard Indicator:</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	
DESCRIPTION	
<p><b>Precise Definition(s):</b> This indicator will survey individuals to determine their perception of the BBI and its mandate. Specific survey respondents may differ over time, hence the formula below outlining % change in the % of all those surveyed at interval X who have a positive perception of BBI and its mandates. The indicator will be measured as follows:</p> $\% \text{ change in \% of beneficiaries with positive perception of BBI} = \frac{(\text{Beneficiary}_x - \text{Beneficiary}_{x-1})}{\text{Beneficiary}_{x-1}}$ <p>Where:  <i>Beneficiary<sub>x-1</sub></i> = Percent of beneficiaries that have a positive perception of BBI during the previous survey data collection period  <i>Beneficiary<sub>x</sub></i> = Percent of beneficiaries that have a positive perception of BBI during the current survey data collection period</p>	
<b>Unit of Measure:</b> Percent change in perception	
<b>Disaggregated by:</b> Location; Respondent Sex; Youth vs. Non-Youth Respondent	
<b>Justification &amp; Management Utility:</b> While indicator 9 looks to determine whether people are aware of BBI's mandate, this indicator will track whether they view BBI favorably. This indicator will allow SADES-K to understand popular perception about how information is being disseminated and could help inform any necessary changes to activities regarding BBI and its reform. It is not meant to demonstrate attribution of the change to SADES-K, but as a marker for increased favorability of BBI by citizens in targeted areas, which SADES-K may have directly or indirectly contributed to.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Contractors administering surveys in target locations where they implement SADES-K activities	
<b>Data Source:</b> Survey	
<b>Frequency and Timing of Data Acquisition:</b> Annual	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> MEL Specialist	
<b>Location of Data Storage:</b> Data will be uploaded to FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the location	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting findings and disaggregation	
<b>Reporting of Data:</b> Data will be reported annually in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this activity is TBD. The LOP target will be 10% increase in positive perception.	
<b>Other Notes</b>	
<b>THIS SHEET WAS LAST UPDATED ON:</b> 11 January 2019	

PERFORMANCE INDICATOR REFERENCE SHEET	
USAID Development Objective (1): Devolution effectively implemented	
USAID Intermediate Result (1.2): Enabling environment for devolution strengthened	
Name of Result Area: Cross-Cutting	
Name of Indicator (12): Number of consensus building forums (multi-party, civil/security sector, and/or civil/political) health with USG assistance	
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (DR 3.1-3)	
DESCRIPTION	
<b>Precise Definition(s):</b> Any consensus building forum that receives technical assistance or financial support from SADES-K project will be counted as having received USG assistance. Multi-party, civil/military, civil/political forums are events, seminars, meetings, and conferences that bring together groups in tension or conflict in an effort to generate greater understanding and consensus. Civil in this sense means “public” and indicates a meeting, town hall, form, etc. in which the public can communicate directly with representatives of parties (or government) or the security sector (military, police). For purposes of this indicator, a series of regularly-recurring meetings/events that are part of the same process are counted as one event (e.g. a series of government hearings to get feedback on the BBI strategy should be counted as one event).	
<b>Unit of Measure:</b> Number of forums	
<b>Disaggregated by:</b> Location; Theme	
<b>Justification &amp; Management Utility:</b> This indicator will allow SADES-K to monitor the levels of effort towards consensus-building as well as where current efforts are being supported and to identify where there may be gaps.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of forums based on source documentation	
<b>Data Source:</b> Activity Reports; Grantee Reports	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> SADES-K MEL Specialist and Internews M&E Team	
<b>Location of Data Storage:</b> Data will be stored on FHI 360’s SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the themes and locations	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K’s QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target is 24 consensus building forums.	
<b>Other Notes</b>	
THIS SHEET WAS LAST UPDATED ON: 7 January 2019	

PERFORMANCE INDICATOR REFERENCE SHEET	
<b>USAID Development Objective (1):</b> Devolution effectively implemented	
<b>USAID Intermediate Result (1.3):</b> Informed and empowered citizens participate in county affairs	
<b>Name of Result Area:</b> Cross-Cutting	
<b>Name of Indicator (13):</b> Number of people participating in USG-supported events, training, or activities designed to build mass support for peace and reconciliation	
<b>Is this a Standard Indicator:</b> <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (PS.6.2-4)	
DESCRIPTION	
<b>Precise Definition(s):</b> This indicator registers the number of men and women with a party or parties to the conflict attending events or activities, both public and private, related to building support for peace and reconciliation.	
This indicator will only count beneficiaries once per fiscal year.	
<b>Unit of Measure:</b> Number of Individuals	
<b>Disaggregated by:</b> Sex; Youth vs. Non-Youth; New vs. Continuing (Year to Year)	
<b>Justification &amp; Management Utility:</b> For peace and democratic reforms to be effectively implemented, men and women at the community level need to be involved in the process. In addition, ensuring that the communities participate in the political process address a root cause of conflict and instability. Individuals participating in public fora supported by SADES-K related to the democratic reform process will likely be counted here, to be determined in consultation with AOR.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of individuals based on source documentation	
<b>Data Source:</b> Sign in Sheets; Grantee Reports	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> SADES-K MEL Specialist	
<b>Location of Data Storage:</b> Data will be stored on FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on sex	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target is 9,280 individuals.	
<b>Other Notes</b>	
THIS SHEET WAS LAST UPDATED ON: 20 February 2019	

PERFORMANCE INDICATOR REFERENCE SHEET	
USAID Development Objective (1): Devolution effectively implemented	
USAID Intermediate Result (1.2): Enabling environment for devolution strengthened	
Name of Result Area: Cross-Cutting	
Name of Indicator (14): Number of laws, policies or procedures drafted, proposed or adopted to promote constitutional reform at regional, county or national level which were supported by SADES-K	
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	
DESCRIPTION	
<b>Precise Definition(s): There are many factors influencing laws, policies or procedures and SADES-K is not responsible for pushing them forward. However, SADES-K activities may help catalyze these processes.</b> Any law, policy, procedure or similar directive that is formally drafted, proposed, or adopted by either the legislative branch or a unit of the executive branch at any level, where SADES-K directly or through grantees contributed advice or input (and this can be verified) will be counted here. Drafted refers to the preparation and writing of any legislation, policy, or procedure to be formally presented and accepted for consideration by legislative or executive bodies. Proposed means that the draft law, policy, or procedure is presented to the necessary legislative or executive bodies for consideration. Adopted refers to new policies not previously existing that have been adopted by the legislative or executive branch.	
<b>Unit of Measure:</b> Number of laws, policies, or procedures	
<b>Disaggregated by:</b> Status (e.g. drafted, proposed, or adopted); Type (i.e. law, policy, or procedure)	
<b>Justification &amp; Management Utility:</b> This indicator will allow SADES-K to track and depict how technical and financial assistance through SADES-K has helped push forward key laws, policies, and procedures in Kenya and has facilitated greater accountability amongst the different government agencies towards furthering democratic governance.	
PLAN FOR DATA COLLECTION	
<b>Data Collection Method:</b> Documenting the number of changes based on source documentation	
<b>Data Source:</b> Reports from grantees that document changes to public policies; Advocacy Tracking Matrix: Policy Tracking Matrix	
<b>Frequency and Timing of Data Acquisition:</b> Quarterly	
<b>Estimated Cost of Data Acquisition:</b> No additional cost to the program	
<b>Individual(s) Responsible:</b> SADES-K MEL Specialist	
<b>Location of Data Storage:</b> Data will be stored on FHI 360's SharePoint	
DATA QUALITY ISSUES	
<b>Date of Initial Data Quality Assessment:</b> TBD	
<b>Known Data Limitations and Significance (if any):</b> N/A	
<b>Action Taken or Planned to Address Data Limitations:</b> N/A	
<b>Date of Future Data Quality Assessments:</b> TBD	
<b>Procedures for Future Data Quality Assessments:</b> See Annex 3 – Data Quality Assessment Process	
PLAN FOR DATA ANALYSIS	
<b>Data Analysis:</b> Data will be aggregated and analyzed based on the level of influence	
<b>Presentation of Data:</b> Tables and narrative explanations highlighting notable achievements and disaggregation	
<b>Reporting of Data:</b> Data will be reported quarterly in SADES-K's QPRs through the PITT table	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> The baseline for this indicator is 0. The LOP target will be 5 public policy changes.	
<b>Other Notes</b>	
THIS SHEET WAS LAST UPDATED ON: 20 February 2019	

### ANNEX 3: DATA QUALITY ASSESSMENT PROCESS

DATA QUALITY ASSESSMENT SHEET	
<b>Title of Performance Indicator:</b> <i>Indicator should be copied directly from the Performance Indicator Reference Sheet</i>	
<b>Data Source(s):</b> <i>Information can be copied directly from the Performance Indicator Reference Sheet</i>	
<b>Entity Who Provided the Data:</b> <i>It is recommended that this checklist is completed for each implementing partner that contributes data to an indicator</i>	
<b>Period for which the Data are Being Reported:</b>	
<b>Type of Indicator:</b> <input type="checkbox"/> Standard Foreign Assistance Indicator <input type="checkbox"/> Custom Indicator	
DATA ASSESSMENT TEAM	
<b>Date(s) of Assessment:</b>	
<b>Assessment Team Members:</b>	
<b>Data Quality Assessment Methodology:</b>	

DATA ASSESSMENT QUESTIONS				
		Yes	No	Comments
<b>Validity</b> – Data should clearly and adequately represent the intended results				
1	Does the information collected measure what it is supposed to measure?			
2	Do results collected fall within a plausible range?			
3	Is there reasonable assurance that the data collection methods being used do not produce systematically biased data (e.g. consistently over- or under-counting)?			
4	Are sound research methods being used to collect the data?			
<b>Reliability</b> – Data should reflect stable and consistent data collection processes and analysis methods over time				
1	When the same data collection method is used to measure/observe the same thing multiple times, is the same result produced each time?			
2	Are data collection and analysis methods documented in writing and being used to ensure the same procedures are followed each time?			
<b>Timeliness</b> – Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision-making				
1	Are data available frequently enough to inform program management decisions?			
2	Are the data reported the most current practically available?			
3	Are the data reported as soon as possible after collection?			
<b>Precision</b> – Data have a sufficient level of detail to permit management decision-making; e.g. the margin of error is less than the anticipated change				
1	Is the margin of error less than the expected change being measured?			
2	Has the margin of error been reported along with the data? (Only applicable to results obtained through statistical samples).			
3	Is the data collection method/tool being used to collect the data fine-tuned or exact enough to register the expected change?			
<b>Integrity</b> – Data collected should have safeguards to minimize the risk of transcription error or data manipulation				

1	Are procedures or safeguards in place to minimize data transcription errors?			
2	Is there independence in key data collection, management, and assessment procedures?			
3	Are mechanisms in place to prevent unauthorized changes to the data?			

**SUMMARY**

Based on the assessment relative to the five standards, what is the overall conclusion regarding the quality of data?
Significance of limitations (if any):
Actions needed to address limitations prior to the next DQA:

<b>If no data are available for the indicator:</b>	<b>Comments</b>
If no recent relevant data are available for this indicator, why not?	
What concrete actions are now being taken to collect and report these data as soon as possible?	
When will data be reported?	