



Republic of Kenya

## Joint Programme Document



Country: Kenya

**Programme Title: Consolidating Gains and Deepening Devolution in Kenya**

**Joint Programme Outcome (UNDAF Outcome 2): By 2022 people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable.**

<p>Programme Duration: Four Years</p> <p>Anticipated start/end dates: 2019 – 2022</p> <p>Fund Management Option(s): Pooled and Parallel<sup>a</sup></p> <p>Managing Agent: UNDP</p>	<p>Total estimated budget*: <b>US\$ 32,480,932</b></p> <p>Out of which:</p> <p>1. Funded Budget: US\$ 17,026,045</p> <p>2. Unfunded budget: US\$ 15,454,887</p> <p>* Total estimated budget includes both programme costs and indirect support costs</p> <p>* Includes donor + UN Agency contributions (in cash)</p>
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<p>Sources of funded budget:</p> <ul style="list-style-type: none"> <li>Government* US\$ 3,276,045</li> <li>UNICEF US\$ 400,000</li> <li>UN Women US\$ 300,000</li> <li>UNDP US\$ 600,000</li> </ul> <p>*10% as per PFM Act</p>	<ul style="list-style-type: none"> <li>Finland US\$ 5,600,000 (2019-22)</li> <li>Sweden US\$ 6,400,000 (2019-21)</li> <li>Italy US\$ 450,000 (2019)</li> </ul>
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UN Organizations	National Authority
<p><b>Walid Badawi</b> Resident Representative, UNDP Signature:</p> <p>Date &amp; Seal:</p>	<p><b>Hon. (Amb.) Ukur Yattani Kenacho,</b> Ag. Cabinet Secretary, The National Treasury &amp; Planning Signature:</p> <p>Date &amp; Seal:</p>
<p><b>Cecile Mukarubuga</b> Country Director a.i., UN Women Kenya Signature:</p> <p>Date &amp; Seal:</p>	
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a: Note that parallel funding under a separate ProDoc in support of this joint programme's outcome has been received from Norway and DFID amounting to US\$ 2,258,563 and 1,177,734 respectively.

## Acronyms

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ADP	Annual Development Plan
AGPO	Access to Government Procurement Opportunities
AHADI	Agile Harmonised Assistance for Devolved Institutions
ASAL	Arid and Semi-Arid Lands
AWP	Annual Work Plans
CAF	County Assemblies Forum
CBEF	County Budget and Economic Forums
CADRI	Capacity for Disaster Reduction Initiative
CCA	Climate Change Adaptation
CECs	County Executive Committees
CIDP	County Integrated Development Plan
CoG	Council of Governors
COs	Chief Officers
CPD	Country Programme Document
CPMF	County Performance Management Framework
CRA	Commission on Revenue Allocation
CSOs	Civil Society Organizations
CSP	County Spatial Plans
DaO	Delivering as One
DDWG	Devolution Donor Working Group
DFID	Department for International Development
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DSWG	Devolution Sector Working Group
EDE	Ending Drought Emergencies
EECCU	Energy Environment Climate Change Unit
FAO	Food Agriculture Programme
FCDC	Frontier Counties Development Council
FGM	Female Genital Mutilation
GBV	Gender Based Violence
GEWE	Gender Equality and Women Empowerment
GIS	Geographical Information Systems
GMS	General Management Support
GoK	Government of Kenya
GRB	Gender Responsive Budgeting
HACT	Harmonised Approach to Cash Transfer
HDI	Human Development Index
HRBA	Human Rights Based Approach
IBEC	Intergovernmental Budget and Economic Council
IGRTC	Intergovernmental Relations Technical Committee
JKP	Jumuiya ya Kaunti za Pwani
KDSP	Kenya Devolution Support Programme
KENWOG	Kenya Network of Women Governors
KIHBS	Kenya Integrated Household Budget Survey
KIPRA	Kenya Institute of Public Research
KLRC	Kenya Law Reform Commission
KNBS	Kenya National Bureau of Statistics

KSG	Kenya School of Government
LREB	Lake Region Economic Bloc
LTA	Long-term Agreement
MCA	Member of County Assembly
M&E	Monitoring and Evaluation
MPI	Multidimensional Poverty Index
MED	Monitoring and Evaluation Directorate
MDGs	Millennium Development Goals
MoDA	Ministry of Devolution and ASAL
MoE	Ministry of Environment
MTP III	Third Medium Term Plan
NCBF	National Capacity Building Framework
NCCAP	National Climate Change Action Plan
NDMA	National Drought Management Authority
NDOC	National Disaster Operations Centre
NOREB	North Rift Economic Block
NPMF	National Performance Management Framework
NSA	Non-State Actors
OAG	Office of the Auditor General
OCOB	Office of Controller of Budget
OCHA	Office for the Coordination of Humanitarian Affairs
OPM	Oxford Policy Management
PFM	Public Finance Management
PIU	Project Implementation Unit
PMS	Performance Management System
PPRA	Public Procurement Regulatory Authority
PSC	Project Steering Committee
PWD	Persons with Disabilities
RRF	Results and Resources Framework
SCOA	Standard Chart of Accounts
SDGs	Sustainable Development Goals
SDGA	State Department of Gender Affairs
SDoP	State Department of Planning
SEKEB	South Eastern Kenya Economic Bloc
SOCATT	Society of Clerks at the Table
ToT	Trainer of Trainers
UN	United Nations
UNCDF	UN Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDWG	UN Devolution Working Group
UNICEF	United Nations Children's Fund
UNVs	United Nations Volunteers
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
VAC	Violence Against Children
WEPs	Women Economic Principles
WFP	World Food Programme

## 1. Executive Summary

Kenya has recorded sustained economic growth and progress in human development over the past five years. However, challenges remain on issues related to marginalization, equity, accountability, environment and climate change. The devolved system of governance instituted with the creation of 47 counties in 2013 offers great promise towards addressing these issues and the first five years of devolution have provided for the rapid and effective establishment of the counties, but much work remains to install the capacity at national and county levels to address social, accountability, and environmental issues.

Poverty rates remain above 80% in the remote, arid and sparsely populated northern frontier counties where poverty levels severely affect women, children, and other vulnerable groups. In order to address the urgent human development challenges of the most marginalized, this joint programme will target 14<sup>1</sup> of the most marginalized counties directly. These 14 counties will be supported to develop policies, plans and strategies that address equity accountability and environmental issues while at the same time streamlining revenue collection and budgeting processes. The programme's reach will be extended and sustained through the use of national and regional institutions such as the Council of Governors (CoG), the Kenya School of Government (KSG), the County Assemblies Forum (CAF) and the Frontier Counties Development Council (FCDC) for county-to-county capacity building and peer learning.

The joint programme will utilize a strong field presence and the UN Agencies' close relationships with county and national governments to focus on improving county governance capacity in areas related to poverty reduction and fighting inequality and discrimination. Specifically, the project support will focus on improving Public Financial Management (PFM), performance monitoring and reporting, resilience to environmental risks, citizen engagement and inclusiveness (especially policy concerns of women, youth, children, persons with disability and other marginalized sub-population groups).

Close consultation with Kenyan partners in the development of the Kenya UNDAF 2018 - 2022 has identified that both devolution and marginalization issues are best addressed through a joint programme combining the strengths of multiple UN and Government Agencies with expertise in key sectors and lead roles in the achievement of SDG goals. As a result, UNDP, UNICEF, and UN Women have developed a joint devolution programme that will address outcome 1.2. under the political pillar of the UNDAF<sup>2</sup>:

***By 2022 people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable.***

The joint programme will run from 2019 to 2022 and utilize a budget of US\$ 32.7 million implemented by all three Agencies with UNDP as the Management Agent.

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<sup>1</sup> See Annex One

<sup>2</sup>[http://ke.one.un.org/content/dam/kenya/docs/unct/UNITED%20NATIONS%20DEVELOPMENT%20ASSISTANCE%20FRAMEWORK%20\(UNDAF\)%20B5%20web.pdf](http://ke.one.un.org/content/dam/kenya/docs/unct/UNITED%20NATIONS%20DEVELOPMENT%20ASSISTANCE%20FRAMEWORK%20(UNDAF)%20B5%20web.pdf)

## 2. Situation Analysis

Kenya recovered strongly following the 2008 global economic recession. It recorded an average annual GDP growth of almost 6% for the period 2010-2017. Among the factors explaining this high performance are stable macroeconomic environment, low oil prices, rebound in tourism, strong remittance inflows and a government-led infrastructure development initiative.<sup>3</sup> Within the strong average, however, there was a decline in growth to 4.9% in 2017, due mainly to drought, weak credit growth, security concerns and an increase in oil prices. Nevertheless, growth is expected to rebound from 2018 and maintain an average of over 6% in the medium-term record about 5.8% for 2018 and 6.1% in 2019.<sup>4</sup>

The country has made significant progress in human development, as reflected in the improvement of its Human Development Index (HDI) from 0.473 in 2014 to 0.555 in 2015.<sup>5</sup> The 2016 Human Development Report shows Kenya's Gender Development Index as 0.919, placing it among countries with medium to low equality in human development achievements between women and men. The data on poverty, gender and children in Annex One indicate that some counties remain near the bottom of the human development scale, and while the country as whole has made significant progress on social indicators, especially in education and health, greater efforts are required to achieve the SDGs.

Despite the country's achievements, poverty and inequality remain the most critical challenges facing Kenya. Although the poverty rate has declined from 46.6% in 2005/2006 to 36.1% in 2015/16,<sup>6</sup> exclusion of the most poor and vulnerable remains of grave concern. Spatially, across the 47 counties, overall headcount poverty (proportion of poor individuals) ranges widely from a low of 16.7% in Nairobi County to a high of 79.4% in Turkana County. The Multidimensional Poverty Index (MPI) shows a higher incidence of poverty of 39.9% with 14.5% of the population in severe multi-dimensional poverty<sup>7</sup>. Poverty rates remain above 80% in remote, arid and sparsely populated northern frontier counties where poverty levels are also highly feminized and affect children most. A capacity assessment for implementation committees and budget committees conducted by CAF in counties in 2019<sup>8</sup> revealed that most of the participants held the view that Gender Responsive Budgeting (GRB) is more of a theoretical and technical exercise that cannot be easily implemented. Participants did not understand their role with regard to GRB as they felt that GRB is a sole responsibility of the County Executive. It was observed that patriarchy influenced the extent to which the budgeting process was engendered. For example, some members depicted hostility around the idea that the budgeting process should be sensitive to the needs of women and that social accountability mechanisms should be strengthened to hold duty bearers accountable.

The UNICEF 2017 Situation Analysis of Children and Women in Kenya confirms the seriousness of deprivation and inequity. While nationally, 41.5% of all children (aged 17 years or less) are categorised as poor using the monetary dimension, the child poverty and deprivation findings indicates that in 2017, a total of 9.5 million children or 45% of all children under age 18 in Kenya experienced severe child poverty (children deprived in 3 or more dimensions). Other findings include large disparities across counties, with child poverty rates in 2014 ranging from 7% in Nairobi to 85% in Turkana.

Devolution has expanded the reach of services particularly in the northern and coastal parts of the country. Increased budgetary allocations, including through the marginalization fund, have resulted in expanded road and

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<sup>3</sup> World Bank. Kenya overview, April 2018. <http://www.worldbank.org/en/country/kenya/overview#2>

<sup>4</sup> Kenya National Bureau of Statistics (KNBS), 2018. Economic Survey 2018, and Economic Intelligence Unit, January 2019

<sup>5</sup> Human Development Report (HDR), 2016.

<sup>6</sup> Kenya Integrated Household Budget Survey (KIHBS), 2015/2016. This is based on monthly adult equivalent total consumption expenditure per person below Ksh 3,252 in rural and peri-urban areas and below Ksh 5,995 in core-urban areas as national poverty lines (KIHBS, 2015/16).

<sup>7</sup> Oxford Poverty and Human Development Initiative (OPHI), 2017.

<sup>8</sup> CAF Narrative Report March 2019. Capacity development for Policy & Legislative Effectiveness in County Legislatures.

telecommunication infrastructure, oil and gas prospecting initiatives, market access for local products and improvements in targeted health sector areas such as maternal health. The third Medium-Term Plan (MTP III) of Vision 2030 has sharpened focus on a set of integrated sectoral interventions in pursuit of the Big Four Agenda. With devolution, counties are pivotal in bringing government services closer to the people.

Devolved governments are new, however, having come into being only in 2013 and the last five years have understandably been a settling-in and experimenting phase. Many laws and arrangements put in place are still being tested and will need to be reviewed and revised based on real experiences on the ground.<sup>9</sup> Several challenges remain to be addressed to fulfil the promise of devolution. First, the enabling environment (the policy, legal and institutional dimensions of devolution) is still weak. Second, there are continuing inter and intra-governmental issues related to Public Financial Management (PFM). Third, the counties' capacity for service delivery is still weak as they face weak statistical and monitoring and evaluation systems. Fourth, there are inadequate platforms for public participation hinder citizen voice and accountability. Fifth, weak climate and disaster risk governance capacity hinders responsiveness to the climate-related crisis which impact all aspects of county development. The gaps contribute to a lack of access to quality essential services and especially safe and protective spaces for women, girls, children, survivors of sexual violence, psychosocial support, and access to justice. Further, access to economic opportunities, and markets for women and youth especially in rural spaces is largely compromised. The Joint Programme will enhance capacity of duty bearers to be accountable and responsive to the rights of these vulnerable groups, strengthen legal frameworks to be gender responsive, improve the coordination of service and strengthen the voice of rights holders.

On PFM, the Office of the Controller of Budget (OCOB) has recently highlighted some key challenges that hinder effective budget execution by county governments. These include: high expenditure on personnel emoluments, delays in submissions of financial reports to the OCOB by County Treasuries, under-performance on own source revenue collection, IFMIS connectivity challenges, and delays in disbursements from the National Treasury to the counties.<sup>10</sup> To address these challenges, the OCOB advises county governments to put in place appropriate staff levels, develop and implement strategies to enhance own-source revenue collection, and establish and operationalise the County Budget and Economic Forums (CBEF) to provide means for consultation on matters pertaining to budgeting and financial management at the county level.

The OCOB also indicates that in regard to delivery county governments' expenditure on development activities for 2018/2019 represented an absorption rate<sup>11</sup> of only 48.1%. This low level of implementation of development projects and programmes is attributable to several causes, including delays in procurement, lack of project management structures and units, corruption and mismanagement, and persistent institutional conflicts between the County Assembly and County Executive on their different roles and responsibilities in the budget process.<sup>12</sup> The low level of implementation of development projects and programmes in-turn translates into slow transition from poverty, a key role which counties are expected to play.

Despite some improvements in recent years, the importance and current weak state of public participation is widely recognized in Kenya. A lack of inclusiveness and citizen feedback at public planning meetings at the county levels is seen as a major factor in inefficient public service delivery. The number of women and youths involved in planning meetings organised by the county governments is low and there are no feedback systems to County Integrated Development Plans (CIDPs)<sup>13</sup>.

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<sup>9</sup> International Institute of Legislative Affairs (IILA) <https://ilakenya.org/understanding-the-devolution-architecture/>

<sup>10</sup> Office of the Controller of Budget Review Report Q1 2018/2019, (Nov 2018)

<sup>11</sup> <https://sokodirectory.com/2019/01/how-counties-spent-ksh-66-89-billion-of-your-taxes-for-development/>

<sup>12</sup> Joshua Yoshimi (Director, Research and Planning, in the Office of the Controller of Budget) <https://www.icpak.com/wp-content/uploads/2018/04/-Budget-Implementation-Joshua-Musyimi.pdf>

<sup>13</sup> Dennis Otieno "Enhance citizen participation in development plans", *Daily Nation*, April 21, 2018. <https://www.nation.co.ke/oped/opinion/Enhance-citizen-participation-in-county-plans-/440808-4491362-c10i85/index.html>

Recognizing the need for active public participation, among other aspects of deepening democracy, the government recently launched the National Action Plan III (NAP III) for Open Government (2018-2020). NAP III contains “Six Commitments” designed to promote open government. Among these commitments is the Commitment on Public Participation expressing the ambition to “design a whole-of-government program that supports meaningful, open public participation into national and county governments and empowers oversight bodies to hold Governments to account”.<sup>14</sup>

Further, the counties’ ability to plan and deliver budgetary resources for development and service delivery is regularly disrupted by external shocks, particularly environmental and climate change related risks. These shocks, once they occur, force the county government to re-allocate resources from normal development and service delivery to emergency response for the affected population. As a case in point, under the current 2018/2019 financial year, Makueni County has allocated Ksh 450 million (approx. USD 4.5 million) for recovery from the 2018 floods. In its Programme Based Budget<sup>15</sup> Paper 218/2019, the county notes that the floods damaged water and road infrastructure and caused serious disruption to livelihoods, necessitating financial intervention through which the county reduced departmental allocations by this amount. The damage to critical water and road infrastructure highlights the need for risk-informed spatial planning, a key focus for the Joint Programme. Recognizing the need for better climate and disaster risk governance, some county governments have started taking steps in addressing this gap. An analysis of budget allocation by counties covered under the just ended devolution project<sup>16</sup> indicates that, out of the 12 counties covered, 9 had made budgetary allocations totaling Ksh 1,602,471,694 (approx. USD 16 million) under the 2018/2019 financial year for disaster risk and climate change related interventions. All the 12 counties are currently affected by the ongoing drought but are now able to respond to the drought crisis, to a varying extent, using own resources and without the need to re-allocate funds from other development and service delivery activities.

With the impacts of climate change being felt through more frequent and intensive droughts, floods, landslides and epidemics, county revenue bases are negatively affected. Productivity in the agriculture, livestock, and natural resource management sectors is likely to become less predictable thus affecting the counties capacity to project and achieve local revenue targets. Further, tensions over the decreasing natural resource base, for example pasture and water, is likely to lead to increased inter-communal conflict as witnessed in the Meru-Isiolo and Isiolo-Garissa Borders<sup>17</sup>. This will not only affect governance within the counties but also lead to a reduction in local revenue collection as populations are displaced, and a diversion of development and basic service delivery funding to cater for the displaced population. This underscores the critical nature of climate change and disaster risk governance, risk-informed development planning, and their negative implications on public financial resources at county level. This calls for support to county governments to develop strategies, policies, bills and frameworks to improve disaster risk and climate change governance in order to mitigate the disruptive impacts they pose on development and service delivery at county level.

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<sup>14</sup> Open Government Partnership, National Action Plan III, 2018-2020, p. 17

<sup>15</sup> <https://www.makueni.go.ke/download/2018-19-makueni-county-programme-based-budget/>

<sup>16</sup> Refers to DRR/CC interventions mainly funded through DFID’s Integrated Climate Fund (ICF)

<sup>17</sup> <http://ndma.go.ke/index.php/resource-center/send/61-2019/5136-2019-sra-national-report>

### 3. Background and lessons learned

#### Background:

UNDP, in conjunction with UN Women, is currently implementing the Integrated Support Programme to the Devolution Process in Kenya (2014 to March 2019; \$18M). This programme is a multi-donor initiative designed to support the implementation of devolution to achieve improved governance and socio-economic development. It is supported by Sweden, Norway, DFID, and USAID through a basket fund arrangement. The programme ended in March 2019 but partners at the county and national level have requested continued support from the UN to address key issues as outlined in the situation analysis above.

During the first phase of devolution the focus was on decentralizing state organs and their functions and services from the national to sub-national levels. With devolution now well established and counties functioning, increasing attention must be paid to those counties where human development remains low. Although overall progress in Kenya has been substantial, there remains a high level of poverty and exclusion. Despite a decline in the overall poverty, the poverty rates remain above 80% in the remote, arid and sparsely populated northern frontier counties and poverty levels are also highly feminized.

#### Lessons Learned:

- i. **Spreading too thin:** The current devolution programme by UNDP and UN Women as well as UNICEF's work with counties produced significant results. However, resources and approaches were inadequate to cater for the volume of needs across the counties resulting in the interventions being spread too thin by covering 27 out of 47 counties on the erroneous assumption that all counties were at the same level of development. Therefore, the new joint programme should focus on marginalised counties with high poverty levels and cost-efficient strategies to address key issues in devolved governance.
- ii. **Communication, knowledge management and coordination:** Communication between the project and implementing partners and donors will be strengthened to allow efficient information sharing and knowledge management in a clear format and timely manner. The new joint programme will need to facilitate improved coordination between national and county levels, development partners, and other actors involved in implementing devolution support programmes. A joint programme approach will provide greater technical expertise and a more impact avoiding duplication and reduce transaction costs.
- iii. **Strengthen demand-led governance and working with both arms of governments:** Current devolution programmes have focused on supporting the county executives and not engaged county assemblies, which also play a pivotal role in the development of legislation and smooth implementation of county executive plans. The future joint programme shall build the capacity of both arms of government enhances their ability to work together to deliver better services for citizens. Civil society and citizen engagement in particular voice and agency of marginalised and vulnerable groups (women, youth, persons with disabilities PWD) need to be strengthened to allow for meaningful public participation and social accountability systems to work.
- iv. The lack of **evidence-based programming approaches and data generation and usage** has led to counties not effectively addressing citizen needs through their interventions. The new joint programme will need to strengthen county capacity to use such qualitative and quantitative data, including CIMES, NIMES, PMS and County Spatial Plans, to help counties track and measure progress as they implement their CIDPs and ADPs, particularly as they impact marginalised and vulnerable groups and areas within the county.
- v. **Several governmental functions are not fully devolved** (e.g. gender, DRR, social protection) leading to lack of clarity on responsibilities between the two levels of government. Counties, as a result, tend to give lower priority to budgets that support social inclusion activities. Often overlooked therefore are activities that target marginalized groups, strengthen social planning, include of county assemblies and citizens and



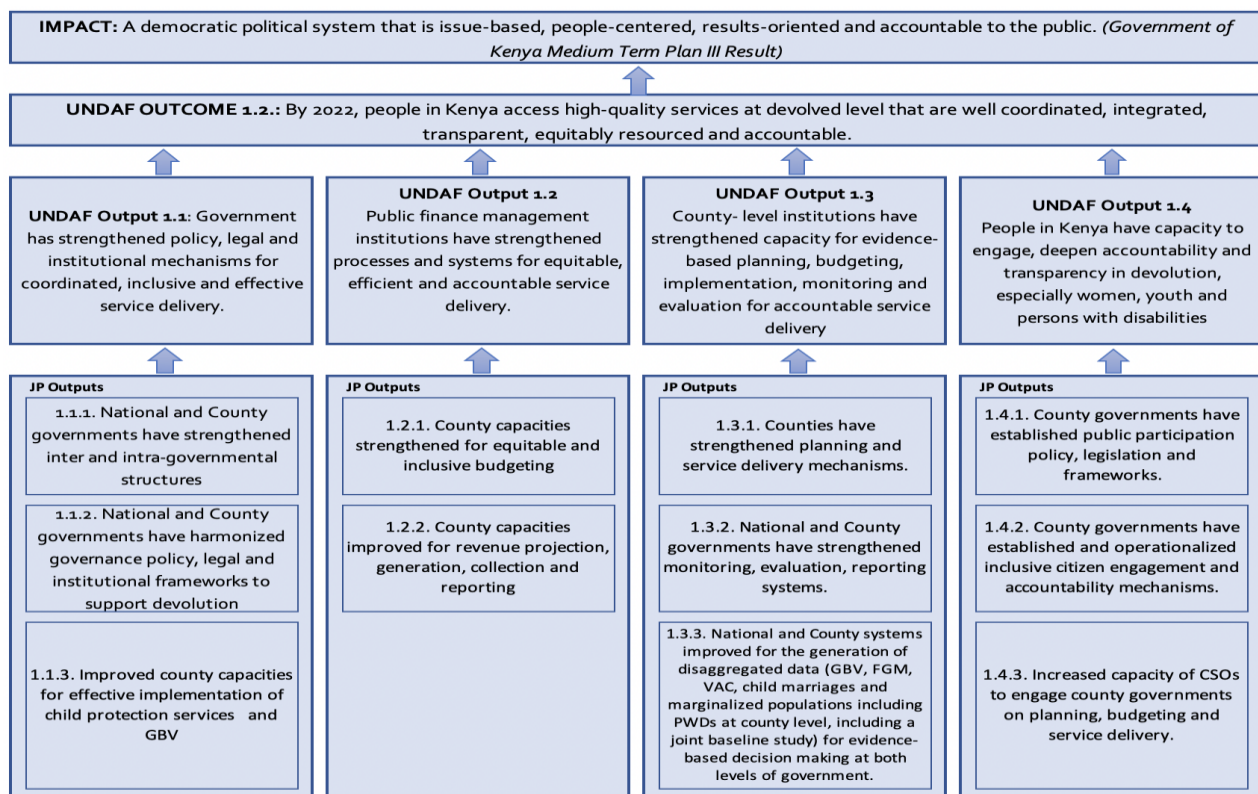
CSOs in public participation, and develop gender responsive and child sensitive budgeting. Therefore, the joint programme will work with both levels of government to strengthen both tiers of intergovernmental relations in planning, budgeting and service delivery.

- vi. **Counties' weak accountability on financial management** has led to high fiduciary risks which require that careful control mechanisms be in place and county public finance management be strengthened. The joint programme will address the capacity of county public finance management as well as strengthen social accountability mechanisms to enhance financial transparency at county level.

### The Proposed Joint Programme:

The Government of Kenya (GoK) prioritized transformative governance as an area of reform, with emphasis on continued efforts to promote a culture of constitutionalism and improve the efficiency of public spending. Aligned to the the SDGs 1, 5, 10, 11, 13, 16 and 17<sup>18</sup>, continued support to strengthening the process of devolution and supporting service delivery at the county level will improve the effectiveness of service delivery while bringing governance closer to the people and enhance transparency and accountability through the promotion of greater public participation and engagement. Devolution under the political pillar of the Kenya UNDAF 2018-2022 is aligned to the government development agenda Vision 2030, MTP III and the Big Four Agenda.

The **Theory of Change (ToC)** for the programme is as follows: **If** services at devolved level are well resourced and delivered in a coordinated, efficient transparent, accountable and equitable manner, **underpinned by:** legal and institutional frameworks; effective public financial management systems; evidenced based policies; and active mechanisms for public participation and engagement, **then** people of Kenya enjoy high quality and inclusive services that contribute to reduced poverty and inequality. The ToC is illustrated below:



<sup>18</sup> SDG 1- Poverty Alleviation; SGD 5-Gender Equality; SDG 10- Reduced Inequalities; SDG 11- Sustainable Cities and Communities; SDG 13- Climate Action; SDG 16- Peace, Justice and Strong Institutions; SDG 17- Partnership for the Goals.

The proposed programme contributes to several SDGs and the GoK MTP III aspirations as illustrated below:

Joint Programme Outcomes	SDGs Supported	MTP III Links
Outcome 1: By 2022 people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable.	<ul style="list-style-type: none"> <li>- SDG 1: No Poverty</li> <li>- SDG 5: Gender Equality</li> <li>- SDG 10: Reduced Inequalities</li> <li>- SDG 11: Sustainable Cities and Communities</li> <li>- SDG 13: Climate Action</li> <li>- SDG 16: Peace, Justice and Strong Institutions</li> <li>- SDG 17: Partnerships for the Goals.</li> </ul>	<ul style="list-style-type: none"> <li>- Political Pillar Sectors of: Devolution; Governance and the Rule of Law</li> <li>- Enablers: Public Sector Reforms; National values and Ethics, Ending Drought and Emergencies</li> <li>- Social Pillar Sectors of: Gender, Youth and Vulnerable Groups; Environment, Water and Sanitation</li> </ul>

## Programme Strategy

In the context of UN Delivering as One (DaO) and tapping on UN agency comparative advantages, three UN agencies will enter into agreements towards the delivery of the Joint Programme's overall objective. Each of the three UN agencies will be leading in realizing specific outcomes or outputs. Programme planning, monitoring and evaluation will be done jointly coordinated by a lean Project Implementation Unit (PIU). Communication and knowledge management will be coordinated at PIU level to allow for a sustained and cost-effective delivery of programme activities and reduce transaction costs. Tapping on agencies' comparative advantages, UN Women will ensure that gender is mainstreamed into the overall programme interventions, UNDP and UNICEF will ensure that counties are provided with capacities, systems and skills to deliver services to support vulnerable populations including women and children. All three UN agencies have existing structures and relationships at county level, including county offices in Garissa, Marsabit and Lodwar. During the Joint Programme's implementation it will endeavor to utilize existing structures, resources, partnerships with civil society, women rights organizations riding on existing excellent working relationship with national and county governments and legislature. This will allow the joint programme to strengthen intra and intergovernmental structures as well as relations between state and non-state actors.

The Joint Programme will invest in strengthening the structures of counties as vehicles of service delivery especially to those most left behind (e.g. women, children, PWDs, vulnerable groups). The programme will invest in strengthening PFM systems, planning and budgeting, M&E systems, coordination, intergovernmental mechanisms and public participation. On Gender Based Violence (GBV) for example, the programme acknowledges the existence of a separate joint GBV programme. This devolution programme will not invest in GBV service delivery but will strengthen the structures of counties to pass policies, regulations, plans, budgets, as well as develop M&E systems and intergovernmental mechanisms of tackling GBV. The GBV joint programme will then ride on these capacities to deliver the services (e.g. referral path ways, health and protection of GBV survivors).

## Specific Programme Strategies

The Joint Programme will adopt a strategy that aligns all interventions to national and county plans as outlined in various policy documents, including the CIDPs and MTP III, ensuring participation and extensive consultation of all key stakeholders to identify synergies and reduce the potential for duplication of activities. The programme will focus on strategic interventions that address structural and procedural issues and capacity bottlenecks in devolved governance thus catalyzing enhanced service delivery by the county governments. To address inclusion and in line with international standards and the principle of leaving no one

behind, the Joint Programme will take deliberate measures that address inequalities and discrimination and ensure the meaningful involvement of beneficiaries, including women's organizations, and other agents of change. Through a Human Rights Based Approach (HRBA), the programme will aspire to address the circumstances of the poorest and most excluded groups, including those facing marginalization and multiple forms of discrimination. The 2030 Agenda calls for attention to youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants. Mainstreaming gender and youth across the joint programme will be achieved through leveraging the comparative strengths of the participating agencies in gender, social protection, child rights, and human rights. To achieve sustainability and generate wider impact, the programme will adopt capacity development approaches including institutional support, technical assistance, tailored skills and knowledge development. Further, the Joint Programme will support government to develop relevant tools and guidelines that will support effective service delivery at national and county level. Specifically, the programme will strengthen inter-governmental frameworks to improve intergovernmental collaboration thus enhancing effective utilization of shared resources, address cross county border challenges and improve utilization of shared capacities between national and county governments. In addition, the programme will mainstream environmental, climate change and disaster risk governance at the county level thus enabling the counties to mitigate against external shocks which have a disruptive effect on county revenue collection and overall development planning.

### **Geographic Scope and County Selection**

The Joint Programme has consulted at the national and county levels, conducted analysis, and utilized lessons learned from other programming to develop a list of 14 direct target counties that will support the most marginalized counties, those with significant poverty issues, arid or semi-arid status, and significant gender and children's issues (see Annex One). The Joint Programme will utilize a two-track approach working at both the national and county levels to help ensure policies and government interventions account for issues of poverty though inclusion awhile addressing social inequalities. This will allow the Joint Programme to reach the most marginalized in Kenya as it specifically targets the counties with the highest rates of poverty, gender inequality, climate-related risks, and child deprivation. The Joint Programme will directly target those identified as most marginalized by the Commission on Revenue Allocation (CRA) and includes those highly affected by climate change and related environmental challenges. This will include members of the Frontier Counties Development Council (FCDC), the Joint Programme will utilize FCDC as a means of articulating and addressing their common development challenges, including persistent drought. The national average score in the County Gender Inequality Index is 0.55, all the 14 counties selected have a gender inequality index below the national average as indicated in Annex One and are below the national overall poverty average of 36.1% and all of the 10 counties with the highest poverty rates are included (source: Kenya KNBS Economic Survey 2018). The Joint Programme's reach will be extended and leveraged to other counties through the use of national and regional institutions (e.g. CoG, KSG, CAF, CPST, SOCATT, NGEK, etc.). Also, county-to-county peer learning will be extended beyond these counties to ensure that best practices are replicated and that counties not directly targeted by the programme still benefit. The Joint Programme will also support women's leadership issues in the three counties that have elected women governors (Kirinyaga, Bomet, Kitui).

### **Partnership and Synergies**

There are several key stakeholders supporting devolution in Kenya and duplication or lack of coordination in this support has been identified as a programme risk. In order to ensure there is complementarity and coordination of efforts between GoK and development partner investments in devolution, and also prevent duplication, the Joint Programme will actively participate in the Devolution Sector Working Group (DSWG) comprising of GoK and development partners, the Devolution Donor Working Group (DDWG) and the UN Devolution Working Group (UNDWG). This will ensure that there are strong and collaborative mechanisms between key players on

devolution. Also, as the USAID's AHADI programme and World Bank's programmes are closest in nature to that of the Joint Programme, there will be regular meetings with these two programmes to foster complementarity and coordination, both thematically and geographically. Within Turkana County, the coordination of key stakeholders is led by the UN Delivering as One office, the Joint Programme will closely coordinate with this office on its work in Turkana County.

The Joint Programme will be implemented by UNDP, UNICEF and UN Women in partnership with:

- The Government of Kenya authorities at national and county levels;
- Implementing partners;
- Local and religious leaders;
- Communities.

The UN has other joint programmes and interventions that will be complementing this Joint Programme on Devolution. The coordination between the UN joint programmes and related interventions is ensured through the UNDAF governance structured overseen by the UNCT.

The Joint Programme GBV (2018 – 2022) lays the framework for the prevention and response to GBV in the country. The Joint Programme on GBV has three key outcomes:

- Outcome 1: An improved legislative and policy environment in line with international standards on GBV;
- Outcome 2: Favourable social norms, attitudes and behaviours at institutional, community and individual levels to the prevention and response of Gender Based Violence;
- Outcome 3: Improved utilization of quality essential Gender Based Violence services.

The GBV joint programme has three levels of intervention: a) national level coordinating GBV stakeholders in harmonizing GBV resources, tools and frameworks for effective prevention and response; b) county level for efficient delivery that include functional referral pathway and; c) community level to mobilize communities and enhance behavior change that stimulates and ensures the protection of women, girls, men and boys from GBV. Whereas the GBV joint programme will ensure that the GBV legal and policy frameworks are in place, coordinated and operationalized, this joint programme on devolution will ensure that inter-governmental relations between national and county governments are strengthened, county capacity to plan and allocate resources for the prevention and response to GBV (including provision of essential services for GBV) are built.

UNICEF and WFP have started implementing a joint programme funded by SIDA-Sweden since January 2019 to strengthen social and child protection systems. The programme focuses on institutional capacity building of child and social protection systems, shock responsive social protection and integrated programming between social protection and other sectoral programmes including child protection.

### **Beneficiaries (direct and indirect)**

The direct beneficiaries of the project will be public servants, including elected officials, in the 14 counties who will benefit from improved skills and knowledge and civil society organization and women association that will benefit from strengthened voice, capacity and coordination on social accountability. CSOs will be strengthened to conduct oversight on PFM in the 14 counties and sensitize citizens to participate in county planning, budgeting, implementation and reporting. In addition, this will indirectly benefit general population in the 14 counties through upstream policy development to be undertaken by county and national level institutions.

In this regard, the key beneficiaries at the national and county level are identified by the programme's outcomes and outputs. At the county level, the programme beneficiaries will be the County Executives (Governor and County Government), public service boards, and legislative wing (assembly). At the national level, to achieve its

targets, the programme will support government institutions in charge of implementation of devolution (CRA, IGRTC, CoG, Judiciary) as well as ministries in the devolved sectors (Ministry of Devolution and ASAL), the National Assembly and Senate.

The number of direct programme partners will need to be carefully managed to ensure that resources are effectively utilized. The programme's reach will be extended and leveraged through the use of national and regional coordination and knowledge management institutions where possible; for example, the CoG's Maarifa Centre will promote inter-county learning and KSG will provide training and courses based on successful joint programme results. For County Assemblies, the joint programme will partner with the County Assemblies Forum (CAF). County to county learning will be utilized to ensure that best practices are replicated and that counties not directly targeted by the programme still benefit.

### **Knowledge Management and Communication**

It is now established that a well-designed and executed knowledge management is a critical driver for program delivery. The Joint Programme will adopt a strategic approach which will place proactive knowledge management and communication at the centre of programme implementation. This is because the devolution narrative in Kenya is dynamic and fluid, churning out new data, statistics and knowledge at a fast pace. In addition, counties are gradually turning out to be the real nerve centres of the country's development, and by extension are expected to transform to active innovation hubs, thereby creating immense opportunities for cross-county learnings, peer to peer exchanges, knowledge generation and exchange.

This is already acknowledged by the CoG through the establishment of the 'Maarifa Centre'. The Maarifa Center is a knowledge sharing and learning platform established by the CoG as a 'knowledge sharing and learning platform for capturing best practices on devolution from the 47 county governments. For this reason, the Joint Programme will anchor its Knowledge Management Strategy to the inherent knowledge management strengths of partnering institutions (UNDP, UNICEF and UN Women) as it will drive a strategy that will be both proactive and sustainable.

To foster communication and enhance visibility, the PIU will support the Ministry of Devolution and ASAL to develop, through participatory approaches, a knowledge management and communication strategy that will not only target the selected counties but also will put in place a framework for scaling-up in the 47 counties.

### **Risks**

A set of joint programme risks were identified during programme design, these are contained in Annex Two. These will be monitored on an ongoing basis and reviewed, updated, and modified if needed, at the Project Steering Committee (PSC) meetings. Also, information gathered at UNDWG, DDWG, DSWG and during monitoring missions will inform the risk register. Any current risks from the risk register that may impact the Joint Programme during the reporting period will be highlighted and brought to the attention of stakeholders and the PSC, including discussion of potential mitigating measures.

### **Primary division of labour between UN Agencies**

The project will target one UNDAF outcome area and four UNDAF outputs identified through consultations with project partners and during the development of the new UNDAF by all UN Agencies, the outcome and related outputs are supported by each individual Agency's County Programme Document. The outcome and output areas described in the Results Framework below will be addressed collaboratively by all three UN Agencies with each Agency contributing to each outcome to different degrees depending on their specialization. Specific programme

level outputs have been elaborated and each UN Agency will take a lead role in the inter-Agency coordination of outputs as noted in the Results Framework.

- **UNDP** will be the management agent and will be accountable programmatically and financially for the Joint Programme and for narrative and financial reporting. In addition, UNDP will also implement part of the programme and, apply its convening power and deploy its capacity in governance, human rights programming, planning budgeting and PFM, public participation, climate change, DRR and SDGs reporting. It will deploy the experience and lessons of the existing devolution programme.
- **UN Women** will provide its comparative advantage in gender equality and women's empowerment, deploy inclusion and equity strategies, deploy its networks in women movement and women leadership, gender responsive budgeting, gender statistics, GBV and gender in DRR. UN Women will apply the twin track approach of stand-alone gender programming and mainstreaming and deploy its coordination and normative mandate on Gender Equality and Women Empowerment (GEWE) in the UN. It will deploy the experience and lessons of gender programming within the existing devolution programme.
- **UNICEF** will provide its capacity and mandate to build county capacities in delivering devolved functions in relation to the improvement of children rights. UNICEF's robust field presence in about 25 counties will be a strong asset for this programme. UNICEF will also bring its expertise on child sensitive planning, programming, resilience building, child sensitive budgeting and regional presence which will support achievement of the project's targets.

### Sustainability of Results

The sustainability strategy will be an integral part of programme implementation and consist of the following components:

- **Alignment:** The project document is fully aligned to national development priorities as outlined in the MTP III and the UNDAF -which has received high level government endorsement- the project expects that this will support the long-term financing of interventions under the project. In MTPIII, the devolution programme is aligned to the political pillar. Devolved interventions will revolve around enforcement of legislations, strengthen governance institutions, planning and budgeting and human technical capacity.
- **Enabling environment:** The project will support policy, legislation and regulations development that will provide long-term frameworks for continuing the objectives of the project's support.
- **Ownership through participation:** The 3 UN agencies will ensure that all interventions are designed, planned, implemented and monitored in a participatory way to encourage full ownership by stakeholders and beneficiaries.
- **Financial sustainability through counterpart financing:** The UN will engage with both levels of government on the implementation of the Public Financial Management Act (2012), Art.47(6) and the attendant regulations, which requires that government provides 10% contribution to all development projects, that are approved by government and for which government resources are appropriated in accordance with the Public Financial Management Act. To ensure that the funds are factored in the government budgets, the resources have been factored in the project document as part of the government contribution and included in the Results and Resources Framework. Annual Work Plans will be approved through the Project Steering Committee, with clear government allocations to programme activities.
- **Capacity building through local institutions:** The project will work through established local training institutions such as the Kenya School of Government, which will guarantee the availability of sustained public service capacity building courses. Institutions like KSG will target the executive side, the County Assemblies Forum and Center for Parliamentary Studies will target the legislative side, while select CSO institutions with capacity will civil society organization.

- All capacity building initiatives will be designed with a strong focus on imparting new knowledge that leads to a positive shift in attitudes and practices of public service. The project will partner with or contract expertise that are utilizing transformative capacity building approaches and include Training of trainers and phasing out strategies.
- **Institutionalised knowledge management:** Learning and knowledge management will be supported through strengthening the “Maarifa” Centre of CoG, scaling up best practices across counties and communicating this to other counties to learn and support county-to-county learning activities.
- **Exit strategies for Technical Assistance:** Institutional support will include placing technical advice which is demand drive within counties and national institutions, where appropriate, TA will be taken up by partners through inclusion in budget process. Developing exit strategies with partners taking on functions upon termination of intervention.
- **Social capital:** The project recognizes the importance of developing social capital to sustain a Kenyan constituency and public that supports and advocates for basic service delivery. The project will continue to strengthen civil society networks (including networks of vulnerable groups women and youth including those furthest behind - such as in communities vulnerable to disasters - to advocate for and enjoy their rights).

## 5. Results Framework

OUTCOME 1: By 2022 people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable.								
Project Outputs	Participating UN Agency	Primary GoK Partner	Indicative activities for each Output	Resource allocation and indicative timeframe*				
				Y1	Y2	Y3	Y4	TOTAL
				2019	2020	2021	2022	
UNDAF Output 1.1: National and county governments have strengthened capacities for formulation and implementation of policy, legal, and institutional frameworks and mechanisms for coordinated, inclusive and effective service delivery at devolved level.								
1.1.1. National and county governments have strengthened select inter and intra-governmental coordination mechanisms	Coordinating Agency: UNDP UNICEF, UN Women	MoDA, 14* Counties	Establish mechanisms for partnership and collaboration between county assemblies and the executive	70,000	265,000	265,000	100,000	700,000
	Coordinating Agency: UNDP and UNICEF UN Women	MoDA, CoG, 14* Counties, County Assemblies, CAF	Provide technical and financial support to county assemblies and the Senate for effective oversight and accountability	136,800	615,600	615,600	224,036	1,592,036
	Coordinating Agency: UNDP UNICEF UN Women	MoDA, Regional Economic Blocks	Provide technical support for strengthening the governance of devolved transboundary resources	80,000	220,000	220,000	180,000	700,000
1.1.2. Governments have harmonized governance policy, legal and institutional frameworks to support devolution	Coordinating Agency: UNDP and UNICEF UN Women	MoDA, CoG	Provide technical and financial support to develop, review and harmonize devolved governance’s policy and legal frameworks including Regional Economic Blocks	336,000	532,000	692,000	290,000	1,850,000
	Coordinating Agency: UNDP and UNICEF UN Women	NDMA, MoE, 14* counties	Capacity building at county level for implementation of DRM policies (County Steering Group (CSG) and County Disaster Committees (CDC), and for preparedness and response to disasters	105,000	397,500	397,500	300,000	1,200,000
	Coordinating Agency: UNDP, UNICEF,	MoDA, CoG, 14* Counties	Support County level capacity (County Assembly and Executive) for formulation, implementation and monitoring of policies and legislation		680,000	655,000	290,036	1,625,036



	Coordinating Agency: UNDP UNICEF UN Women	MoDA, MoNF, CoG, NEMA, MED, CCD, 14* Counties	Undertake a National State of County Capacities for Delivering on Devolved Environmental Survey	112,000	50,000		0	162,000
	Coordinating Agency: UNDP, UNICEF, UN Women	KLRC, 14* Counties, CoG	Support counties to put in place public participation bills and policies (County Assemblies and Executives)	40,000	40,000	30,000	0	110,000
1.1.3. Improved county capacities for effective implementation of child protection services GBV	Coordinating Agency: UN Women and UNICEF UNDP	Ministry of Public Service, Youth and Gender Affairs	Enhance county capacities for effective implementation of GBV and child protection frameworks	48,000	336,000	336,000	240,000	960,000
<b>Subtotal Output 1.1</b>				<b>927,800</b>	<b>3,136,100</b>	<b>3,211,100</b>	<b>1,624,072</b>	<b>8,899,072</b>
<b>UNDAF Output 1.2: Public finance management institutions have strengthened processes and systems for equitable, efficient and accountable service delivery.</b>								
1.2.1. County capacities strengthened for equitable and inclusive budgeting	Coordinating Agency: UNICEF, UNDP UN Women	MoDA, CRA, 14* Counties	Strengthen capacity of counties to align budgets with CIDP priorities	112,000	180,000	228,000	180,000	700,000
	Coordinating Agency: UNICEF UNDP UN Women	CAF, 14* Counties	Support capacity building on Inclusive Budgeting including HRBA, GBV, Child friendly budgeting	192,000	608,000	480,000	240,000	1,520,000
	Coordinating Agency: UNDP UNICEF UN Women	CRA, 14* Counties	Support establishment and strengthening of CBEFs	140,000	300,000	360,000	200,000	1,000,000
1.2.2. County capacities improved for revenue projection, generation, collection and reporting	Coordinating Agency: UNDP UNICEF UN Women	CRA, 14* Counties	Support mapping of existing revenue streams and collection mechanism.  Establish a generic revenue automation facility for counties	10,000	300,000	290,000	200,000	800,000
	Coordinating Agency: UNDP UN Women UNICEF	CRA, 14* Counties	Support counties to generate revenue base (new revenue streams)	10,000	350,000	390,000	250,000	1,000,000
<b>Subtotal Output 1.2</b>				<b>464,000</b>	<b>1,738,000</b>	<b>1,748,000</b>	<b>1,070,000</b>	<b>5,020,000</b>

**UNDAF Output 1.3: County level institutions have strengthened capacity for evidence-based planning, budgeting, implementation, monitoring and evaluation for accountable service delivery**

1.3.1. Counties have strengthened planning and service delivery mechanisms.	Coordinating Agency: UNICEF, UNDP, UN Women	CoG, 14* Counties	Support to counties for PMS/PCs and automated reporting dashboards for CIDPs	123,000	373,500	373,500	230,000	1,100,000
	Coordinating Agency: UNICEF, UNDP UN Women	14* Counties	Support inclusive and responsive planning at county level (ADP, CIDP, Sector Plans)		300,000	400,000	200,000	900,000
	Coordinating Agency: UNDP UNICEF, UN Women	CoG, 14* Counties	Upscaling technical and financial support to counties in the County Spatial Planning area targeting 14* counties in finalizing and implementing their CSPs.	50,000	350,000	300,000	250,000	950,000
1.3.2. National and County governments have strengthened monitoring, evaluation, reporting systems.	Coordinating Agency: UNDP, UNICEF UN Women	MoDA, MED, 14* Counties	Strengthen county M&E capacity for tracking and reporting on CIDPs, SDGs targets and alignment with NIMES	60,000	60,000	60,000	20,000	200,000
	Coordinating Agency: UNDP UNICEF UN Women	MED, 14* Counties	Establish county M&E champions and promote M&E peer to peer learning, coaching and mentoring process (post training capacity support)	60,000	220,000	420,000	100,000	800,000
	Coordinating Agency: UNDP, UNICEF UN Women	KNBS, 14* Counties	Strengthen county statistics capacity and promote evidence-based policy formulation, planning and budgeting	60,000	270,000	370,000	140,000	840,000
1.3.3. National and County systems improved for the generation of disaggregated data (GBV, FGM, VAC, child marriages and marginalized populations including PWDs at county level, including a joint baseline study) for evidence-based decision making at both levels of government.	Coordinating Agency: UN Women, UNICEF UNDP	Ministry of Public Service, Youth and Gender Affairs, 14* Counties	Support capacity for critical evidence, data and statistics for GBV, FGM, VAC, child marriages and marginalized populations including PWDs at county level, including a joint baseline study.	30,000	210,000	160,000	100,000	500,000

1.3.4. National and County governments have strengthened capacity for risk-informed development planning and budgeting.	Coordinating Agency: UNDP, UNICEF UN Women	NDMA, 14* Counties	Strengthen county capacity for risk assessment, hazard mapping	140,000	330,000	330,000	200,000	1,000,000
	Coordinating Agency: UNDP, UNICEF UN Women	NDMA, 14* Counties	Strengthen county capacity for contingency planning and risk informed ADPs aligned to national emergency and resilience policies and strategic plans		300,000	300,000	200,000	800,000
	Coordinating Agency: UNICEF, UNDP UN Women	MoDA, 14* Counties	Build capacity in county governments, national government and key stakeholders in Disaster Management to prevent, prepare and respond to disasters and emergencies.	30,000	435,000	435,000	300,000	1,200,000
<b>Subtotal Output 1.3</b>				<b>553,000</b>	<b>2,848,500</b>	<b>3,148,500</b>	<b>1,740,000</b>	<b>8,290,000</b>
<b>UNDAF Output 1.4: People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disability</b>								
1.4.1. County governments have established public participation policy, legislation and frameworks.	Coordinating Agency: UNICEF UN Women UNDP	Ministry of Labor and Social Protection 14* Counties	Support county level modelling of alternative care system through enhanced community participation and engagement.	10,000	245,000	245,000	200,000	700,000
1.4.2. County governments have established and operationalized inclusive citizen engagement and accountability mechanisms.	Coordinating Agency: UNDP UNICEF UN Women	CSOs, 14* Counties	Strengthen capacity of citizens to track project implementation and reporting	120,000	840,000	840,000	600,000	2,400,000
1.4.3. Increased capacity of CSOs to engage county governments on planning, budgeting and service delivery	Coordinating Agency: UN Women, UNICEF UNDP	Youth targeting CSOs 14* Counties AGPO Secretariat KSG	Strengthen capacity of citizens to track project implementation and reporting	100,000	700,000	700,000	300,000	1,800,000
<b>Subtotal Output 1.4</b>				<b>230,000</b>	<b>1,785,000</b>	<b>1,785,000</b>	<b>1,100,000</b>	<b>4,900,000</b>
<b>Subtotal All Outputs</b>				<b>2,174,800</b>	<b>9,507,600</b>	<b>9,892,600</b>	<b>5,534,072</b>	<b>27,109,072</b>

<i>Programme Implementation Unit (PIU)</i>				331,800	875,952	925,675	812,958	2,946,385
<b>Subtotal Programme</b>				<b>2,506,600</b>	<b>10,383,552</b>	<b>10,818,275</b>	<b>6,347,030</b>	<b>30,055,457</b>
<i>GMS 7% of subtotal of programme</i>				175,462	726,849	757,279	444,292	2,103,882
Management Agent 1%				26,821	111,104	115,756	67,913	321,593
<b>GRAND TOTAL</b>				<b>2,708,883</b>	<b>11,221,505</b>	<b>11,691,310</b>	<b>6,859,235</b>	<b>32,480,932</b>

<b>Agency Breakdown</b>						
		<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>TOTAL</b>
<b>UNDP</b>	<i>Programme Cost</i>	887,140	3,417,467	3,506,881	1,996,790	9,808,279
	<i>Indirect Support Cost</i>	46,692	179,867	184,573	105,094	516,225
	<i>PIU Costs</i>	331,800	875,952	925,675	812,958	2,946,385
	<i>Management Agent Cost</i>	26,821	111,104	115,756	67,913	321,593
<b>UN Women</b>	<i>Programme Cost</i>	557,160	2,408,733	2,593,546	1,381,627	6,941,065
	<i>Indirect Support Cost</i>	29,324	126,775	136,502	72,717	365,319
<b>UNICEF</b>	<i>Programme Cost</i>	621,760	3,206,020	3,297,543	1,878,952	9,004,275
	<i>Indirect Support Cost</i>	32,724	168,738	173,555	98,892	473,909

\* See Annex One

## 6. Management and Coordination Arrangements

This Joint Programme will be implemented by UNDP, UN Women, and UNICEF with select GoK ministries, departments, agencies, and targeted counties core strategic partners. Together, these organizations will form the Joint Programme Steering Committee, which constitutes the programme's decision-making authority and oversight mechanism. Representatives of the Joint Programme's main donors will also be invited to join the Steering Committee. The Steering Committee will meet twice a year. It will be comprised of senior programme managers from the UN Agencies, supported by their designated focal points, and representatives of donors.

The Steering Committee will:

- Review and approve the Joint Programme Document and subsequent revisions, as well as annual work plans.
- Allocate resources, and review/approve any budget revisions/reallocations.
- Approve partnerships with others, including counties, CSOs and the private sector.
- Provide strategic direction, including on resource mobilization.
- Monitor implementation progress and address/mitigate challenges.
- Review and approve progress reports.
- Review evaluation and audit reports.

Day-to-day management and coordination of the Joint Programme is entrusted to UNDP. As the Convening Agency and Management Agent, UNDP will be accountable for coordinating programmatic activities. **There will be a Project Implementation Unit (PIU)**, established within the lead government coordinating agency, that will also serve as the 'secretariat' of the Steering Committee. In this role, UNDP's functions will be to:

- Coordinate the development of annual work plans for discussion and prepare programme documents and budget revisions.
- Provide general oversight, monitor progress and provide support to the other Agencies.
- Monitor progress against the programme's results framework in according with the monitoring and evaluation plan and prepare regular progress reports.
- Consolidate the annual and final narrative progress reports based on submissions provided by each Agency.
- Coordinate resource mobilization efforts and actively engage in resource mobilization.
- Facilitate evaluations and audits.
- Call and organize joint programme steering committee meetings in conjunction with MoDA as the primary GoK partner.

The PIU will consist of four officers with the functions highlighted as below.

### **Chief Technical Advisor (CTA):**

- Lead the strategic discussions with the government, development partners, and other stakeholders regarding implementation, and provide policy and technical support as required.
- Provide high level policy and technical advice on all aspects of devolution including advisory support to all key institutions involved in devolution.
- Provide high level thematic advice (Gender, Youth, children, CC/DRR) as they relate to devolution implementation.
- Prepare policy briefs, proposal to donors and technical reports to the UN participating agencies and participate in the discussions at the devolution sector working group and other relevant technical and policy forums.

- Facilitate knowledge building and knowledge sharing within the UN on devolution.
- Provide overall technical leadership, including leading the formulation of the project's strategic approach and ensuring coordinated programmatic inputs and technical quality.
- Lead in the provision of organizational capacity development support and coordinate all technical assistance provided by the three UN agencies on devolution.
- Support efforts to strengthen leadership capacity at national and county levels on the implementation of devolution.

#### **Programme Manager:**

- Ensure strategic direction of the project.
- Provide day-to-day programme management.
- Effective coordination of core project stakeholders (devolution sector, donor group and project steering committee) at national and county levels.
- Raise programme visibility through Knowledge and Communications Products.
- Mobilise strategic partnerships and provide support to Resource Mobilization.

#### **M&E Specialist:**

- Develop and implement monitoring and evaluation systems and strategies.
- Contribute to project reporting requirements.
- Support quality assurance programme.
- Develop coordinated communication and knowledge management strategy for the programme.
- Lead the implementation of communication and knowledge management strategy.
- Ensure repository of knowledge products with joint programme and local partner institutions responsible for capacity development.
- Support partner capacity building on M&E, communication and knowledge management.

#### **Program Finance Officer:**

- Develop budgets, spending plans, financial tracking, and advice and management on financial matters.
- Consolidate financial reports.
- Support capacity building of partners in financial management.

**PIU Funding:** Directly budgeted from overall Joint Programme contributions from Participating UN Organizations and added to budget of UNDP as the Management Agent. These positions are 100% dedicated to the Joint Devolution Programme. Funding is to cover above position salaries, overhead (rent, ICT) and travel. Location of the PIU is to be discussed and confirmed with Government of Kenya. It is hoped that government will contribute office space to the PIU.

The participating UN organizations (UNDP, UNICEF, UN Women) will have individual roles and responsibilities as well. These will include to:

- Implement activities according to the agreed project document, and oversee related activity M&E, data collection and analysis.
- Lead the coordination of each agencies' activities at the output level for areas assigned in the RRF.
- Make technical expertise available for their respective aspects of the Joint Programme, including by deploying experts to support activities, monitoring and implementation, providing inputs to and conducting and developing and delivering training.
- Leverage existing other Agency resources, programming, technical expertise, partnerships and networks to support Joint Programme implementation and attainment of results, as well as resource mobilization.

- Actively engage in resource mobilization.

Funds will be allocated to each Agency in accordance with the Annual Workplan to finance agreed activities. Each organization will assume full programmatic and financial responsibility and accountability for the funds disbursed to them. Agencies will use their respective rules and regulations in the implementing process with partners and counterparts.

### **Management Agent:**

The roles of the Management Agent are separate from those performed by the PIU. Some of these functions are described below under Financial Reports; other functions include: developing and managing the Memorandum of Understanding (MOU) between the Participating UN Organizations and the Management Agent; developing and managing the agreements between the Donors and the Management Agent; responsibility for financial reporting, including certified financial reports annually and at the end of the Programme; operationally and financially closing the Programme.

## **7. Fund Management Arrangements**

This joint programme will utilize the pass-through and parallel fund management option. Participating UN Organizations (PUNOs) will assume full programmatic and financial accountability for the funds received from the Management Agent (UNDP). The Management Agent will be responsible for: concluding a Memorandum of Understanding (MoU) between all Agencies; concluding Standard Funding Agreements (SAAs) with donors; the receipt, administration, and management of contributions from donors; the disbursement of funds to the Participating UN Organisations and the submission of consolidated narrative and financial reports to the Steering Committee and donors.

Each participating UN organization shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Management Agent. The separate ledger account shall be administered by each Participating UN Organization in accordance with its own regulations, rules, directives and procedures, including those relating to interest. Each Participating UN organization will also be responsible for auditing their own contribution to the programme in accordance their existing regulations and rules.

Annual financial statements of each Participating Organization will be consolidated by the Management Agent. Each Participating UN Organization will recover indirect costs (GMS) for general oversight, management, and quality control, in accordance with its financial regulations and rules and as documented in the Memorandum of Understanding signed with the Management Agent. Specialized service delivery costs for programme and project implementation may be recovered directly, in accordance with the respective Agencies' policies. Direct costs may vary between UN organizations participating in the joint programme, based on their applicable regulations and rules. The Management Agent will recover indirect costs in accordance with its financial regulations and rules. This will be documented in the Memorandum of Understanding signed with the participating UN organization(s) and in any funding agreement signed with the donor(s).

Any balance remaining in the Joint Programme Account or in the individual Participating UN Organizations' separate ledger accounts upon completion of the Joint Programme will be used for a purpose mutually agreed upon or returned to the donor(s) in proportion to their contribution to the Joint Programme as decided upon by the donor(s) and the Steering Committee.

**Transfer of cash to partners:** To be discussed between Agencies and agreed to in writing. This sub-section will specify the details of the agreed arrangement for transfer of funds to implementing partners.

Fund transfer modalities, the size and frequency of disbursements, and the scope and frequency of monitoring, reporting, assurance and audit will be agreed prior to programme implementation, taking into consideration the capacity of implementing partners, and can be adjusted in its course in accordance with applicable policies, processes and procedures of the participating UN organizations. For the ExCom agencies, the provisions required under the [Harmonized Approach to Cash Transfers](#) (HACT) or in other agreements covering cash transfers will apply.

## **Funds Flow**

Both GoK and UN financial and procurement procedures will be utilized and adhered to as appropriate. Funds to be spent during Kenyan FYs 2019-20 to 2021-22 will be captured in MoDA's budget as AiA and Revenue. UNDP, UN Women and UNICEF will each open a Kenya shillings account at National Treasury for transfer of funds.

UN Agencies will present all budget commitments to the respective Implementing Partners and Responsible Parties on the Joint Programme to National Treasury for capture in the budget framework. All Implementing Partners will be responsible for providing the expenditure reports captured in IFMIS and submitted to National Treasury according to the PFM Act 2012. Monitoring of the adherence to these reporting requirements will be through the project steering committee chaired by MODA. Subsequent disbursements to any Implementing Partner, Responsible Party or UN Agency will be based on adherence to GoK's reporting requirements.

All AiA budgets will be submitted to National Treasury through MoDA to be captured in the budget framework. UN Agencies, through UNDP, will be responsible for providing the AiA expenditure reports to be captured in IFMIS through MoDA. Monitoring of the adherence to reporting requirements will be through the project steering committee. Subsequent disbursements to any Implementing Partner, Responsible Party or UN Agency will be based on adherence to GoK's reporting requirements.

Non-State Actors (NSAs) will be procured in line with GoK and UN Agency procedures, including conducting due diligence, and will be noted in the project steering committee. UN Agencies, through UNDP, will be responsible for providing the NSA's expenditure reports to National Treasury through MoDA.

## **Programme Fiduciary Risk**

The Joint Programme recognizes that it operates in an arena of notable fiduciary risk. In order to manage this risk, the three UN Agencies will individually and jointly be conducting financial spot checks and audits with those receiving funding. Also, initial training to recipients on management of fiduciary risks and use of appropriate controls will be undertaken. This will include the use of the three Agencies' joint Harmonized Approach to Cash Transfers (HACT) control methodology to managing fiduciary risk. Procurement will be managed through the use of direct UN Agency procurement methods when necessary. The regular annual UN independent audit process will be utilized. The GoK will reimburse any funds lost by GOK ministries, departments, agencies, and counties in the programme

## **8. Monitoring, Evaluation and Reporting**

### **Monitoring and Reporting**

Monitoring and reporting on the Joint Programme's progress and results as set out in the joint programme Results Framework will be part of the quality assurance function, which will be carried out in close collaboration with the PSC. Each Agency will apply its own rules and regulations to quality assurance. This will include continually keeping track of progress milestones, and soliciting, analyzing and compiling inputs from implementing partners.



All Agencies involved will be responsible for data collection and providing timely and quality inputs as per the agreed reporting schedule below.

### **Narrative Reports**

Each Agency will provide to the Management Agent (UNDP) with the following narrative reports prepared in accordance with agreed to harmonized reporting procedures.

- (a) Quarterly narrative progress reports, to be provided no later than one (1) month after the end of each three-month period (i.e. on 30 April for the period 1 Jan – 31 March), on 31 July for the period 1 Apr – 30 June, on 31 October for the period 1 July – 30 Sep, and on 31 Jan for the period 1 Oct – 31 Dec);
- (b) Annual narrative progress reports, covering the full period 1 Jan to 31 Dec, to be provided no later than one (2) months (28 February) after the end of the calendar year; and
- (c) Final narrative reports, after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than four months (30 April) after the end of the calendar year in which the operational closure of the activities in the Joint Programme Document occurs.

Progress reports will use the agreed set of indicators to track progress towards the completion of activities and outputs, and the achievement of joint programme outcomes. They will also include lessons learned, assess challenges and recommend specific management actions to mitigate them. Baseline indicator values will be validated during the inception phase and adjusted where necessary, in order to ensure that results can be accurately assessed.

### **Financial Reports**

Each Agency will provide the Management Agent with the following financial statements and reports prepared in accordance with agreed to harmonized reporting procedures to the extent possible:

- (a) Annual financial report as of 31 December with respect to the funds disbursed to it from the joint programme account, to be provided no later than four (4) months (30 April) after the end of the calendar year; and
- (b) Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the Joint Programme Document occurs, or according to the time period specified in the financial regulations and rules of the PUNO, whichever is earlier.

The Management Agent (UNDP) will ensure the preparation of consolidated narrative progress and financial reports, based on the reports provided, and will provide these consolidated reports to each donor that has contributed to the joint programme, as well as the Steering Committee, in accordance with agreed to timetables.

### **Evaluation**

A mid-term review and final external evaluation will be undertaken at the close of the Joint Programme to measure its overall effectiveness and achievement of results as captured in the Results Framework. The evaluation

will be facilitated by the Management Agent (UNDP) and will include a desk study, a review of programme documentation and outputs, in-person interviews with key stakeholders and beneficiaries, field visits as needed, and other data collection. The PSC will determine the amount to be allocated to conduct the final programme evaluation.

Subject to agreement by the PSC, additional evaluations and reviews may be conducted by any of the Agencies or the Joint Programme funding partners.

**Table 2: Joint Programme Monitoring Framework (JPMF)**

Outputs	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & Assumptions
<p><b>OUTCOME 1:</b> By 2022 people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable.</p> <p><b>Indicator 1.1:</b> Percentage of Kenyans who support devolution<sup>19</sup>. (UNDAF 1b1 indicator) (SDG Indicator 16.6.1) Baseline: 88% (2016/17); Target: 90% (2021/2022)</p> <p><b>Indicator 1.2:</b> Proportion of total government budget (recurrent and capital) that reflects the priorities of a) children and b) women<sup>20</sup>. (UNDAF 1b1 indicator) (SDG Indicator 16.6.1) a) <i>Children</i>: Baseline: 31% (2016/17); Target: 35% (2021/2022) b) <i>Women</i>: Baseline: 0.02% (2016/17); Target: 2.5% (2021/2022)</p> <p><i>Data source: Budget Estimates, Budget Statements</i></p>					
<b>UNDAF Output 1.1: Government has strengthened policy, legal and institutional mechanisms for coordinated, inclusive and effective service delivery</b>					
1.1.1. National and county governments have strengthened inter and intra-governmental structures.	<b>1.1.1.1:</b> Number of counties with collaborative mechanisms in policy and legislation Baseline: 3 (2018) Target: 10 (2022) Milestones per year 2019 – 5 2020 – 7 2021 – 9 2022 – 10	Project Progress Reports  Minutes of county meetings	CoG Review meetings  Annual	Counties, CoG, Participating UN Agencies	Both arms of government will embrace a collaboration-related dialogue
	<b>1.1.1.2:</b> Number of national and county government coordination/dialogue forum operational	Project Progress Reports		MODA, Counties, CoG, Participating UN Agencies	

<sup>19</sup> Support is based on satisfaction with services provided

<sup>20</sup> The indicator has been adapted from the UNDAF to broaden the scope to vulnerable groups

	Baseline <sup>21</sup> : 3 Target <sup>22</sup> : 8 (2022) Milestones per year 2019 – 4 2020 – 5 2021 – 6 2022 – 8	Minutes of county meetings			
1.1.2. Governments have harmonized governance policy, legal and institutional frameworks to support devolution.	<b>1.1.2.1:</b> Number of counties with policies, bills, and regulations in line with devolved functions Baseline <sup>23</sup> : 5 Target: 14 (2022) Milestones per year 2019 – 6 2020 – 8 2021 – 10 2022 – 14	CoG Committee Reports	Review meetings Annual	Counties, CoG, Participating UN Agencies	MoDA will finalize the national REBs policy and the various REBs will thereafter develop respective policies to inform county-specific bills
1.1.3. Improved county capacities for effective implementation of child protection services and GBV.	<b>1.1.3.1:</b> Number of counties that have developed capacity to assess, plan and budget for GBV Baseline: 0 (2018) Target: 5 (2022) Milestones per year 2019 – 1 2020 – 2 2021 – 3 2022 – 5	Sector Reports	Annual Document review. Joint monitoring visits.  Annual	Counties, CoG, Participating UN Agencies	
<b>UNDAF 1.2: Public finance management institutions have strengthened processes and systems for equitable, efficient and accountable service delivery</b>					
1.2.1. County capacities strengthened for	<b>1.2.1.1:</b> Number of counties whose ADPs and Budgets are aligned to CIDPs Baseline: 0 (2017)	Economic and Budget briefs	Literature Review CoG Committee meetings	Counties, CoG, Participating UN Agencies	County Leadership commitment to

<sup>21</sup> IBEC, DevCon, Legislative Summit

<sup>22</sup> Gender, Regional Economic Blocs, Environmental Sector, Child Protection, Resource Mobilization

<sup>23</sup> Public participation, Gender, DRM, Health, REBs, Child Protection

equitable and inclusive budgeting.	Target: 14 (2022) Milestones per year 2019 – 2 2020 – 6 2021 – 12 2022 – 14	CFSPs  OCOB reports	Annual		align annual plans and budgets with CIDPs
	<b>1.2.1.2:</b> Number of counties with active CBEFs in the budgeting process Baseline: 6 (2018) Target: 14 (2022) Milestones per year 2019 – 10 2020 – 14 2021- 14 2022-14	CRA Reports	CRA CBEFs tracking tool, Data extraction  Annual	CRA, Counties, Participating UN Agencies	Both the demand side(citizens/CSOs) and supply side (county government) will be committed to strengthening CBEFs
1.2.2. County capacities improved for revenue projection, generation, collection and reporting.	<b>1.2.2.1:</b> Number of counties with automated revenue generation system in place for adaptation Baseline: 0 Target: 5 (2022) Milestones per year 2019 – 1 2020 – 2 2021 – 4 2022 – 5	CoG Committee Reports	Review Meetings  Annual	Counties, CoG, Participating UN Agencies, CRA	Counties are willing to have a harmonized revenue collection facility
<b>1.3: County level institutions have strengthened capacity for evidence-based planning, budgeting, implementation, monitoring and evaluation for accountable service delivery</b>					
1.3.1. Counties have strengthened planning and service delivery mechanisms.	<b>1.3.1.1:</b> Number of counties with established and operational PMS system in line with CIDP/ADP Baseline: 6 Target: 14 (2022) Milestones per year 2019 – 8 2020 – 10 2021 – 12 2022 – 14	CoG Project Reports	Review Reports  Annual	Counties, CoG, Participating UN Agencies, MODA	Momentum for enhanced performance at county level will be maintained

	<b>1.3.1.2:</b> Number of county planning documents (CSPs, ADPs, BPS, sector strategies) developed that integrate gender and children priorities Baseline: 7 (2018) Target: 14 (2022) Milestones per year 2019 – 9 2020 – 11 2021 – 13 2022 – 14		Document reviews, Joint monitoring visits  Annual	Counties, CoG, Participating UN Agencies	
1.3.2. National and County governments have strengthened monitoring, evaluation, reporting systems.	<b>1.3.2.1:</b> Number of counties with systems and tools (dashboard and performance monitoring systems, CIMES, CPMIS) of tracking and reporting on CIDP targets and SDGs Baseline: 2 Target: 14 (2022) Milestones per year 2019 – 6 2020 – 11 2021 – 13 2022 – 14	CoG Project Reports	Review Reports  Annual	Counties, CoG, Participating UN Agencies	Counties are willing to volunteer to track and report on SDGs Collaboration among the various SDGs actors
1.3.3. National and County systems improved for the generation of disaggregated data (GBV, FGM, VAC, child marriages and marginalized populations including PWDs at county level, including a joint baseline study) for evidence-based decision making at both levels of government.	<b>1.3.3.1:</b> Number of counties with systems, tools and guidelines to collect disaggregated data for policy formulation, planning and budgeting Baseline: 0 Target: 5 (2022) Milestones per year 2019 – 1 2020 – 2 2021 – 3 2022 – 5	KNBS Reports	Review Reports  Annual	Counties, CoG, Participating UN Agencies KNBS	KNBS and county government will work collaboratively to strengthen data systems

1.3.4. National and County governments have strengthened capacity for risk-informed development planning and budgeting.	<b>1.3.4.1:</b> Number of counties that have adopted Disaster Risk Management (DRM) bills and policies  Baseline: 3 (2018) Target: 14 (2022) Milestones per year 2019 – 3 2020 – 7 2021 – 14 2022- 14	Project Progress County Reports	Document review. Joint monitoring visits  Annual	Counties, CoG, Participating UN Agencies, NDMA	Poor cooperation between leaders (incl. Executive-Assembly) hampers implementation on policies and budgets  Delays in approval of the policies and bills supported
<b>1.4: People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disability</b>					
1.4.1. County governments have established public participation policy, legislation and frameworks.	<b>1.4.1.1:</b> Number of counties with public participation frameworks Baseline: 7 (2018) Target: 14 (2022) Milestones per year 2019 – 9 2020 – 13 2021 – 14 2022-14	Project Progress County Reports	Document review. Joint monitoring visits.  Annual	Counties, CoG, Participating UN Agencies	
1.4.2. County governments have established and operationalized inclusive citizen engagement and accountability mechanisms.	<b>1.4.2.1:</b> Number of supported CSOs tracking project implementation and demanding accountability at county level Baseline: 0 Target: 4 (2022) Milestones per year 2019 – 1 2020 – 2 2021 – 3 2022 – 4	Project Reports CSO reports	Review Reports  Annual	Counties, CoG, Participating UN Agencies	Grassroot CSOs will have access to information about ongoing projects and counties will be receptive to their work

1.4.3. Increased capacity of CSOs to engage county governments on planning, budgeting and service delivery.	<b>1.4.3.1:</b> Number of supported CSOs contributing to the county planning and budgeting processes Baseline: 0 Target: 8 (2022) Milestones per year 2019 – 2 2020 – 6 2021 – 8 2022 – 8	AGPO Secretariat Reports	Review Reports  Annual	Counties, CoG, Participating UN Agencies, AGPO Sec	County sets a side an amount funds for county tenders exclusively for youth. Youth are working to satisfy the requirements to access tenders such as business registration
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## 9. Legal Context or Basis of Relationship

The Participating UN Organizations (UNDP, UNICEF, UN Women) will sign a Memorandum of Understanding (MOU) coming into effect in 2019, upon approval of the project by the Project Steering Committee and ending in 2022.

UNDP, UNICEF, and UN Women have agreed to adopt a coordinated approach to collaboration with donors who wish to support the implementation of the Joint Programme. They have agreed to utilize the pass-through funding modality and establish a coordination mechanism (Joint Programme Steering Committee) to provide overall leadership and strategic direction to the Programme's implementation and to facilitate the effective and efficient collaboration between the participating UN organizations and all partners and stakeholders.

**Table 3: Basis of Relationship**

Participating UN organization	Agreement
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Kenya and the United Nations Development Programme, signed by the parties on approval by the Government of Kenya. MoU between UNDP, UNICEF, and UN Women, GoK and donors.
UNICEF	MoU between UNDP, UNICEF, and UN Women, GoK and donors.
UN Women	MoU between UNDP, UNICEF, and UN Women, GoK and donors.

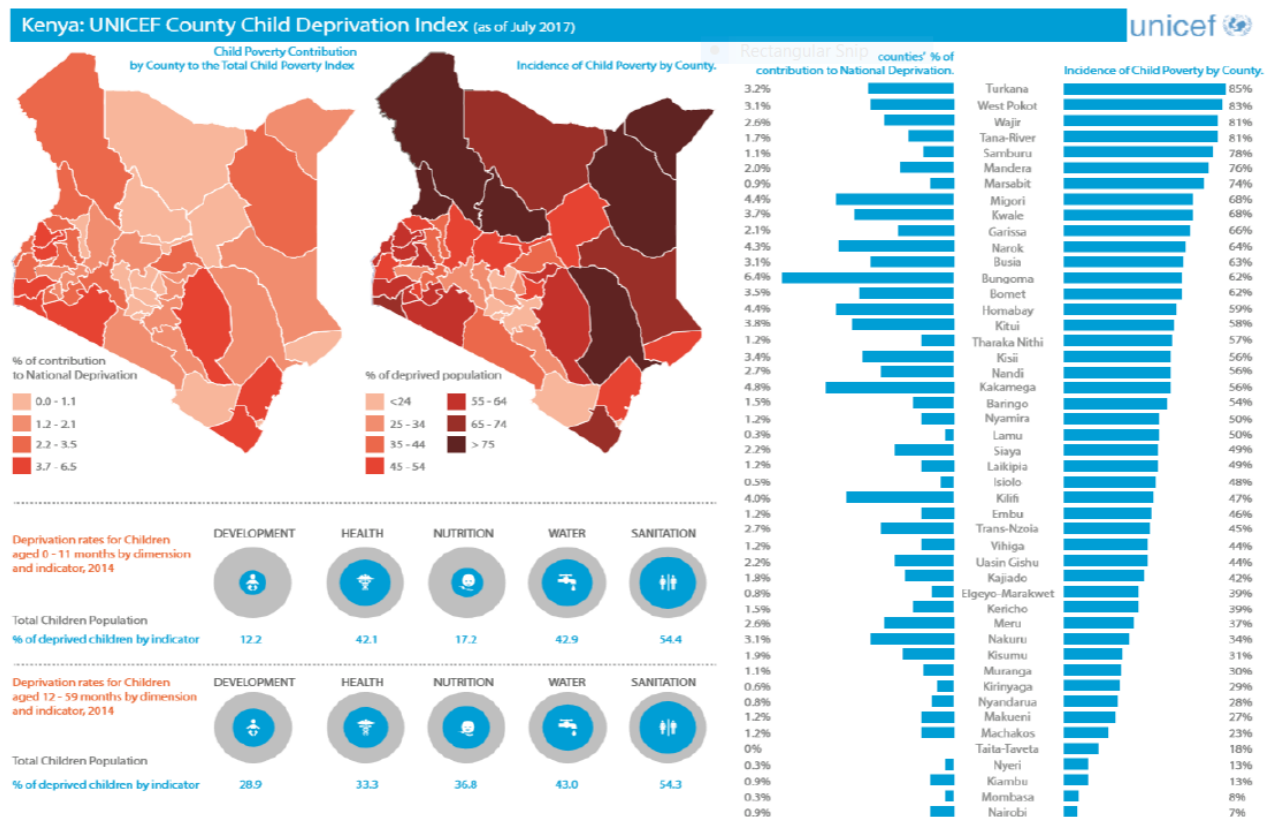
*The Implementing Partners and UN Executing Agencies agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.*

## ANNEX ONE: DIRECT TARGET COUNTIES

Criteria											
	County	Overall Poverty (national average 36.1%)	ASAL	Gender Based Issues	Gender Inequality Index (national average 0.55)	Children's Based Issues	Child Deprivation Index and Rank	High Disaster Risk	Prone to Climate Change Disaster	Learning County on Democratic Governance	Cross Border Issues
1	Garissa	65.5%	x	x	0.65	x	66% (8)	x	x		x
2	Wajir	62.6%	x	x	0.73	x	81% (3)	x	x	x	x
3	Mandera	77.6%	x	x	0.69	x	76% (6)	x	x		x
4	Marsabit	63.7%	x	x	0.69	x	74% (7)	x	x	x	x
5	Isiolo	51.9%	x	x	0.64	x	48% (14)	x	x	x	x
6	Lamu	28.5%	x	x	0.71	x	50% (13)	x	x	x	x
7	Tana River	62.2%	x	x	0.69	x	81% (3)	x	x	x	
8	Turkana	79.4%	x	x	0.65	x	85% (1)	x	x	x	x
9	Samburu	75.8%	x	x	0.66	x	78% (5)	x	x	x	
10	Kilifi	46.4%	x	x	0.67	x	47% (15)	x	x	x	
11	Kajiado	40.7%	x	x	0.60	x	42% (16)		x	x	x
12	Narok	22.6%	x	x	0.65	x	64% (9)	x	x		x
13	West Pokot	57.4%	x	x	0.65	x	83% (2)	x	x		x
14	Busia	69.3%		x	0.65	x	63% (10)	x	x	x	x

The map below indicates the geographic scope of inequality across all the counties in the country:

## Geographic inequity analysis- where are children left behind?



- 45% of children (9.5M) are severely deprived in more than 3 child rights
- 70% of children (14.3M) are deprived of at least 2 child rights

## ANNEX TWO: RISK MATRIX

A set of joint programme risks were identified during programme design. These will be monitored on an ongoing basis and reviewed, updated, and modified if needed, at the Project Steering Committee (PSC) meetings. Also, information gathered at UNDWG, DDWG, DSWG and during monitoring missions informs the risk register. Any current risks from the risk register that may impact the joint programme during the reporting period will be highlighted and brought to the attention of stakeholders and the PSC, including discussion of potential mitigating measures.

Scale is 1-5 (low to high)

#	Description	Date Identified	Type	Current Impact & Probability	Countermeasures/Mitigation Management Responses	Owner	Last update	Status
1	Overlapping mandates of institutions to support devolution.	Sept. 2018	political/ strategic	P=2 I=2	<ul style="list-style-type: none"> <li>Joint Programme will continue engaging the state and other stakeholders with a view to ensuring fidelity to the constitution roadmap for implementation of devolution.</li> <li>Joint Programme's capacity development interventions at both national and county levels will seek to strengthen devolution institutions and legal frameworks.</li> </ul>	National/ county gov.	Nov. 2018	To be reviewed at PSC
2	Weak collaborative mechanisms between key players on devolution, incl. programming duplication by UN Agencies, Development Partners, GoK entities.	Sept. 2018	political/ strategic	P=3 I=3	<ul style="list-style-type: none"> <li>UN level: To be monitored through the UN Devolution Working Group and UNCT.</li> <li>DP &amp; GoK level: To be monitored through the Devolution Donor Working Group (DDWG) and Devolution Sector Working Group.</li> <li>Joint Programme will facilitate frequent round table consultative forums among the players.</li> </ul>	UNDP UNICEF UN Women (via Sector/DP Groups)	Nov. 2018	To be reviewed at PSC
3	Poor cooperation between leaders (incl. Executive-Assembly) hampers implementation.	Sept. 2018	political/ strategic	P=2 I=3	<ul style="list-style-type: none"> <li>Joint Programme will engage GoK stakeholders state and development partners in marshalling political support and will to fully implement devolution.</li> <li>The UN agencies will leverage own existing partnerships to strengthen dialogue</li> </ul>	UNDP UNICEF UN Women	Nov. 2018	To be reviewed at PSC

4	Inter-County, Intra-County, Cross-Border disputes (incl. natural resources and county boundaries).	Sept. 2018	political/ strategic	P=3 I=3	<ul style="list-style-type: none"> <li>Joint Programme will continuously engage with relevant actors to assess risk and where needed support appropriate dispute resolution mechanisms at both national and county levels.</li> <li>Joint programme will support regional blocs.</li> </ul>	UNDP UNICEF UN Women (via DDWG, Conflict Groups)	Nov. 2018	To be reviewed at PSC
5	Beneficiary institution capacity implementation limitations, incl. for peer learning.	Sept. 2018	operational/ institutional	P=2 I=3	<ul style="list-style-type: none"> <li>To be assessed through monitoring and evaluation as per M&amp;E frameworks and addressed at DDWG and Devolution Sector Working Group.</li> <li>Capacity support for peer-learning institutions (e.g. KSG, CoG/Maarifa Ctr. to be considered.</li> </ul>	UNDP UNICEF UN Women	Nov. 2018	To be reviewed at PSC
6	Joint programme scope too broad and/or creeps.	Sept. 2018	operational/ institutional	P=2 I=2	<ul style="list-style-type: none"> <li>PSC to determine limits to geographic and sectoral/sub-sectoral program scope.</li> </ul>	UNDP UNICEF UN Women	Nov. 2018	To be reviewed at PSC
7	Fiduciary: national to county financial transfer reductions impact county ability to implement joint programme.	Sept. 2018	operational/ institutional	P=2 I=4	<ul style="list-style-type: none"> <li>Ongoing monitoring of national debt and potential impact on national to county financial transfers; consultation with Commission on Revenue Allocation.</li> </ul>	UNDP UNICEF UN Women	Nov. 2018	To be reviewed at PSC
8	Fiduciary: weak transparency and accountability for use of programme resources.	Sept. 2018	operational/ institutional	P=2 I=4	<ul style="list-style-type: none"> <li>Ongoing M&amp;E; Spot Audits; procurement via DEX as needed; strengthen county procurement and PFM capacity; upfront initial visits/training to IPs/recipients re. fiduciary risks and controls. Use of UN Agency's common HACT approach. Regular UN audit process used.</li> </ul>	UNDP UNICEF UN Women	Nov. 2018	To be reviewed at PSC
9	Program design doesn't prove feasible (not flexible, fit for purpose, results not being realized, etc.).	Sept. 2018	operational/ institutional	P=2 I=2	<ul style="list-style-type: none"> <li>Ongoing M&amp;E; peer review via DDWG and Devolution Sector Working Group; PSC to receive mid-term evaluation. Create off-ramps.</li> </ul>	UNDP UNICEF UN Women	Nov. 2018	To be reviewed at PSC
10	Inadequate funding for the project.	Sept. 2018	funding	P= 2 I=2	<ul style="list-style-type: none"> <li>Joint Programme will work with national and county governments to expand resource mobilization base and work with development partners to ensure that</li> </ul>	UNDP UNICEF UN Women	Nov. 2018	To be reviewed at PSC

					<p>resources mobilized are used prudently for intended results.</p> <ul style="list-style-type: none"> <li>Phased approach to implementation utilized, esp. in first year.</li> </ul>			
11	Gender Equality and Women Empowerment issues receive less attention in policy, planning and budgeting.	Sept. 2018	operational/ funding	P=4 I=2	<ul style="list-style-type: none"> <li>Joint programme to emphasize GEWE capacity, and resource allocation</li> <li>Gender advisor to support all programme to support full integration of GEWE issues</li> </ul>	UNDP UNICEF UN Women	Nov 2018	To be reviewed at PSC
12	Elections 2022.	Sept. 2018	political/ strategic	P=2 I=2	<ul style="list-style-type: none"> <li>As election approaches, a set of project guidelines re. elections risk will be developed and circulated.</li> <li>The project will identify and attempt to primarily target government officers who will remain in their positions after the 2022 election (not incl. MCAs targeted for training).</li> <li>Timing: approx. six months before election implementing partners will be distracted by the election. The project will use this period to focus on: gathering/sharing lessons learned; conduct monitoring and evaluation activities; spending will be reduced during this period.</li> <li>The project will ensure that project activities and equipment are not used, or perceived to be used, for political gains.</li> </ul>	UNDP UNICEF UN Women	Nov. 2018	To be reviewed at PSC
13	Environmental/ climate-related shocks that affect county resources	March 2019	Environmental	P=3 I=3	<ul style="list-style-type: none"> <li>Joint Programme will continuously monitor environmental climate-related risks and engage with relevant actors to support counties undertake contingency and risk mitigation measures.</li> </ul>	UNDP UNICEF UN Women	Mar 2019	To be reviewed at PSC

**ANNEX THREE: CAPACITY ASSESSMENT: RESULTS OF CAPACITY ASSESSMENTS OF IMPLEMENTING PARTNER (INCLUDING HACT MICRO ASSESSMENT)**

	Name of IP	Risk Rating	Date of Assessment
1.	MoDA		In process
2.	KIPPPRA	Not required	Total transfers so far are below \$100,000
3.	CoG		In process
4.	OAG (macro assessment)	Low	6 <sup>th</sup> July 2018
5.	KNBS	Medium	23 <sup>rd</sup> October 2015
6.	Ministry of Labour Social Protection Department	Low	23 <sup>rd</sup> October 2015
7.	OCOB	Low	30 October 2015
8.	KSG		In process
9.	NDMA		Q1 2019
10.	NDOC		Q4 2016
11.	CRA	Low	Q1 2019
12.	CAF	Medium	Q1 2019
13.	SOCATT	Medium	Q3 2018
14.	SDGA		In process

## ANNEX FOUR: RESPONSIBILITIES OF IMPLEMENTING PARTNERS AND RESPONSIBLE PARTIES

	Name of IP/RPs	UN Agency Partnering	Key Roles
1.	MoDA	UNDP	Project IP, budget holder, host the Secretariat. Formulation, implementation and coordination of devolution policies and strategies.
2.	KIPPRA	UNICEF	PF4C capacity building for counties.
3.	CPST/CAF/SOCATT	UNICEF UN WOMEN UNDP	UNICEF: PF4C capacity building for county assemblies. UN WOMEN: Capacity building on gender responsive legislature at national and counties level, oversight on service delivery. UNDP: Strengthening the capacity of CAs, intra-governmental relations at county level, peer learning among county assemblies.
4.	LTA (s) (e.g. OPM, PWC)	UNICEF	Several technical assistances like PER, poverty analysis, manuals development/review, capacity building.
5.	KLRC	UNICEF UN WOMEN UNDP	UNICEF: Policy and law reforms, review to enhance children integration. UN Women: Engendering frameworks on collaboration and coordination within the counties. UNDP: Collaborate with CoG on strengthening public participation policies and legislation at county level.
6.	CoG	UNICEF UNDP UN WOMEN	UNICEF: Inter-governmental processes on children issues, part of capacity building processes for executive and county assemblies on PF4C, planning for children, M&E. UNDP: Coordination of county public participation formulation and implementation, county PMS/PC interventions/county peer to peer learning coordination, county capacity and reporting on SDGs. UNDP CC: Coordination of climate change policy processes, Environmental governance, Natural resource management, and spatial planning at county level. UN WOMEN: Mainstreaming gender in ADP, CIDPS, social accountability policies and sector planning tools and guidelines.



	Name of IP/RPs	UN Agency Partnering	Key Roles
			Engendering M&E systems and frameworks; Development and implementation GBV child protection frameworks.
7.	OAG	UNDP	County capacity building on PFM, audit issues and fiduciary county management strengthening.
8.	National Treasury	UNICEF UN WOMEN	SCOA completion, roll out of capacity building on SCOA, part of capacity building team on PF4C, PERs. UN WOMEN: SCOA completion, roll out, capacity building on gender responsive SCOA.
9.	CRA	UNICEF UNDP UN WOMEN	UNICEF: Marginalisation policy completion with children issues, CBEFs capacity building to include children issues. UNDP: CBEFs formation, activation and capacity building. Tracking CBEFs performance/engagement in county planning and budgeting. UN WOMEN: Enhancing participation capacity of women and marginalized groups in CBEFs.
10.	NT- Planning/Social and Governance Directorate	UNICEF	Social intelligence reporting, SDGs report, various poverty analysis reports.
11.	UNCDF	UNICEF	Partnership on revenue issues.
12.	NT-MED	UNICEF UNDP UN WOMEN	UNICEF: Inter-county M&E champions. UNDP: County M&E capacity strengthening – M&E policies, CIDP tracking and reporting, county M&E staff training. UNDP CC: Capacity building for counties to track climate indicators in the CIDPs/ADPs. Printing and dissemination of the MTP III indicator handbook. UN WOMEN: Technical capacity to engender CIDPs monitoring tools and reporting frameworks in line with NIMES in counties.
13.	KNBS	UNICEF UNDP UN WOMEN	UNICEF: Strengthen statistics development and utilisation capacity at counties, various poverty reports including children issues. UNDP: Strengthening capacity of county for data management and quality (e.g. data for reporting on SDGs and CIDPs achievements).

	Name of IP/RPs	UN Agency Partnering	Key Roles
			UN WOMEN: Technical assistance to generate gender statistics for policy formulation, planning and budgeting in counties and unpaid care work to strengthen social protection systems.
14.	Counties	UNICEF UNDP	UNICEF: Executive and legislative side of counties on child sensitive planning, budgeting, M&E, statistics, county social sector issues, county to county learning. UNDP: county policy formulation and implementation, counties' PMS/PCs, public participation policy formulation and implementation, formation and activation of CBEFs.
15.	Select NSAs	UNICEF UN WOMEN UNDP	Social accountability. Strengthen demand side on social accountability. <b>Strengthening Social Audit</b>
16.	Children's Department	UNICEF	Children policy, legislation, intergovernmental frameworks on children issues, children harmful practices mitigation capacity at county level.
17.	Social Protection Department	UNICEF	Cash transfers issues, innovation.
18.	Ministry of Education	UNICEF	Children planning and budgeting issues in education at county level, analytics like PER and costing study.
19.	Ministry of Health	UNICEF	Children planning and budgeting in health issues at county level, analytics like PER and costing study.
20.	KRCS	UNICEF	Disaster risk management, multi-sector disaster coordination, communication and information management. Community engagement in DRR. KIRA trainings.
21.	OCHA, UNDAC, CADRI	UNICEF	Capacity building on DRM, On Site Coordination Center (OSOCC), Information management. Simulation exercises for Disaster response. Facilitation of an assessment of national capacities in DRR. DRR capacity development actions to develop national DRR plans and strategies.
22.	KSG	UNICEF UNDP	UNICEF: Partner with KIPPRA where possible on capacity building on child sensitive planning and budgeting.

	Name of IP/RPs	UN Agency Partnering	Key Roles
			UNDP: Training/capacity building – youth programmes, policy formulation, other devolution issues.
23.	National Drought Management Authority (NDMA)	UNDP UN WOMEN	UNDP: Disaster risk mapping, DRM legislation processes development, alignment of EDE to county plans, capacity development of MCAs, CECs and County Technical Officers, Capacity building of CSGs and CDCs on DRM policies, preparedness and response. UN WOMEN: Strengthen participation of women and youth in resilience and disaster management in counties; Engender DRM policies and frameworks.
24.	National Disaster Operations Centre (NDOC), OOP	UNDP UNICEF UN WOMEN	UNDP: Domestication of National Action Plan for DRR, support to national level enactment of DRM Bill, capacity development of MCAs, CECs and County Technical Officers. UNICEF: M&E and IM capacity building for County Commissioner's office. UN WOMEN: Engendering development and implementation of risk assessment tools and hazard mapping and multi-hazard contingency plans.
25.	Regional Centre for Mapping of Resources for Development (RCMRD)	UNDP	Technical support for County Disaster Risk Mapping including access to satellite data and hosting of web-based database and maps.
26.	National Environment Management Authority (NEMA)	UNDP	Provide technical support for conducting a National State of County Capacities for Delivering on Devolved Environmental Survey.
27.	CSOs	UNDP	Strengthening county accountabilities and transparency in budget execution. Strengthening citizen voice in policy formulation, planning and budgeting and implementation of programmes <b>through county budgets and economic forums and other county devolved citizen engagement structures</b>
28.	SOCATT, CPST	UN WOMEN	Mainstreaming gender in legislative frameworks on collaboration and coordination within the counties.

	Name of IP/RPs	UN Agency Partnering	Key Roles
29.	SDGA (Intergovernmental Forum for Gender)	UN WOMEN	Support generation of gender statistics for policy formulation, coordination, planning and budgeting in counties.
30.	OCOB	UN WOMEN UNICEF	Technical assistance to counties on gender responsive PFM in line with CIDPs. Capacity of counties on PF4C and budget analysis.
31.	NT-AGPO Secretariat/ Associations of women entrepreneurs and cooperatives in rural areas	UN WOMEN	Strengthen capacity of citizens to engage effectively in county development plans and access opportunities in line with county priorities.
32.	NGEC/GBV Survivors network and county Governments/SDGA	UN WOMEN	Strengthen domestication of GBV model policies and laws in counties and GRB.
33.	Parliament	UN WOMEN UNICEF	Strengthen capacity of legislatures at national and county kevel on gender responsive legislature and oversight role. PBO capacity to undertake PF4C oversight.
34.	Presidential Delivery Unit (PDU); Public Service Commission	UNDP UNICEF UN WOMEN	Performance contracting.
35.	State Department of Youth Affairs	UNDP	Enhancing youth participation in county planning, budgeting and policy formulation and youth empowerment
36	IBEC	UNDP	Strengthening Intergovernmental collaboration and partnerships

## ANNEX FIVE: 2019 PRIORITIZED WORKPLAN AND BUDGET

<b>OUTCOME 1: By 2022 people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable.</b>							
<b>Project Outputs</b>	<b>Participating UN Agency</b>	<b>Lead GoK Institution</b>	<b>Indicative Activities for Each Output</b>	<b>Year One Budget</b>	<b>AWP ACTIVITIES</b>		
					<b>UNDP</b>	<b>UN Women</b>	<b>UNICEF</b>
<b>UNDAF Output 1.1: National and county governments have strengthened capacities for formulation and implementation of policy, legal, and institutional frameworks and mechanisms for coordinated, inclusive and effective service delivery at devolved level.</b>							
<b>1.1.1. National and county governments have strengthened select inter and intra-governmental coordination mechanisms</b>	<i>Coordinating Agency: UNDP UNICEF, UN Women</i>	<i>MoDA, 14* Counties</i>	<i>Establish mechanisms for partnership and collaboration between county assemblies and the executive</i>	70,000	Support joint forums for county executives and relevant CA committees on formulation and legislating of bills and policies, county budgets - ensuring alignment with CIDP and ADPs	Sensitization of county officials on intergovernmental framework on gender and gender mainstreaming - CoG, SDGA	Support executive in implementation of county assembly recommendations on children issues during budget process
	<i>Coordinating Agency: UNDP and UNICEF UN Women</i>	<i>MoDA, 14* Counties, County Assemblies, CAF</i>	<i>Provide technical and financial support to county assemblies and the Senate for effective oversight and accountability</i>	136,800	1) MCA training on Regional Economic Blocs (REBs), oversight role, audit issues, corruption, project implementation 2) Engagement with the Senate of key devolution policies and bills (e.g. REBs Policy and bills)	Technical and financial support to parliament and counties on gender mainstreaming with CoG, CPST, CAF, SOCATT	Public Finance for Children (PF4C) capacity building for counties which includes CAs
	<i>Coordinating Agency: UNDP UNICEF UN Women</i>	<i>MoDA</i>	<i>Provide technical support for strengthening the governance of devolved transboundary resources</i>	80,000	Support CoG to develop framework for governance of devolved transboundary resources	Support establishment and implementation of the inter-governmental mechanisms on gender at national and county levels	Map out children issues in at least 2 REBs plans especially as concerns social sectors like WASH

1.1.2. Governments have harmonized governance policy, legal and institutional frameworks to support devolution	Coordinating Agency: UNDP, UNICEF UN Women	MoDA	Provide technical and financial support to develop, review and harmonize devolved governance's policy and legal frameworks including Regional Economic Blocks	336,000	Support national and county governments to develop policies and legal frameworks on establishment and operationalization of REBs	Technical support to integrate gender in 2 REBs and establish gender sector working groups on gender mainstreaming	Support counties executive to analyse, develop/update child sensitive policies in key social sectors-health, education, WASH, Social Protection, DRM
	Coordinating Agency: UNDP, UNICEF UN Women	NDMA, 14* Counties	Capacity building at county level for implementation of DRM policies (County Steering Group (CSG) and County Disaster Committees (CDC), and for preparedness and response to disasters	105,000	Training of CSGs and CDCs on preparedness and response	1) Technical support to integrate gender in county DRM policies and legal frameworks. 2) Develop capacities of county technical staff, CSGs, and CDC on gender mainstreaming in DRM in counties (done with UNDP/UNICEF)	Support DRM sector coordination in counties including preparedness and reporting
	Coordinating Agency: UNDP, UNICEF UN Women	MoDA, 14* Counties	Support County level capacity (County Assembly and Executive) for formulation, implementation and monitoring of policies and legislation				
	Coordinating Agency: UNDP UNICEF, UN Women	MoDA, 14* Counties	Undertake a National State of County Capacities for Delivering on Devolved Environmental Survey	112,000	1) Develop ToRs for environmental survey 2) Conduct actual survey 3) Disseminate findings of the survey	Gender mainstreaming in development of environmental survey tools (done with UNDP)	Map out children issues in 2 REBs plans, especially as concerns social sectors like WASH
	Coordinating Agency: UNDP UNICEF, UN Women	KLRC, 14* Counties	Support counties to put in place public participation bills and policies (County Assemblies and Executives)	40,000	1) Support CAs and Executives to develop public participation (PP) bills and policies (including training of county attorneys) 2) Track implementation of the PP bills	Develop a strategy to address the gaps identified in gender audit in county assemblies (CAF).	Work through UNDP to support county executives and assemblies to integrate children issues in public participation bills

1.1.3. Improved county capacities for effective implementation of child protection services	Coordinating Agency: UN Women, UNICEF UNDP	Ministry of Public Service, Youth and Gender Affairs	Enhance county capacities for effective implementation of GBV and child protection frameworks	48,000		Technical assistance in supporting counties to develop and implement GBV and child protection framework in collaboration with UNICEF	Facilitate county/national communication and information management (e.g. drought weekly reports to NDMA and children services)
<b>Subtotal Output 1.1</b>				<b>927,800</b>			
<b>UNDAF Output 1.2: Public finance management institutions have strengthened processes and systems for equitable, efficient and accountable service delivery.</b>							
1.2.1. County capacities strengthened for equitable and inclusive budgeting	Coordinating Agency: UNICEF, UNDP, UN Women	MoDA, 14* Counties	Strengthen capacity of counties to align budgets with CIDP priorities	112,000	Support counties in the development budgets aligned to ADP and CIDPs ensuring inclusion of SDGs, HRBA, CC	Capacity building of counties on gender dimensions in the updated SCOA in counties	Support county budget analysis from a PF4C perspective and gender
	Coordinating Agency: UNICEF, UNDP UN Women	CAF, 14* Counties	Support capacity building on Inclusive budgeting including HRBA, GBV, Child friendly budgeting	192,000	Train CA members on HRBA in policy making and legislation formulation process	Technical assistance to counties on gender responsive budgeting and domestication of GBV model policies and laws in counties.	Support county capacity building on PF4C including gender Complete SCOA formulation
	Coordinating Agency: UNDP UNICEF, UN Women	CRA, 14* Counties	Support establishment and strengthening of CBEFs	140,000	1) Support the established of the CBEF 2) Support in the operationalization and monitoring of the CBEFs	Mainstream gender in development of CBEF guidelines	Support CBEF's capacity in children issues
1.2.2. County capacities improved for revenue projection, generation, collection and reporting	Coordinating Agency: UNDP, UNICEF UN Women	CRA, 14* Counties	Support mapping of existing revenue streams and collection mechanism  Establish a generic revenue automation facility for counties	10,000	Support revenue automation in pilot counties	Technical assistance in integrating gender perspectives in mapping of revenue streams	Planning and technical forum with UNCDF and UNDP on revenue generation models in ASAL and pastoralist economies
	Coordinating Agency: UNDP UN Women, UNICEF	CRA, 14* Counties	Support counties to generate revenue base (new revenue streams)	10,000	Support counties to establish new revenue streams and track revenue growth	Technical assistance in integrating gender perspectives in establishment of revenue streams in partnership with UNICEF & CRA	Planning and technical forum with UNCDF and UNDP on revenue generation models in ASAL and pastoralist economies

<b>Subtotal Output 1.2</b>				<b>464,000</b>			
<b>UNDAF Output 1.3: County level institutions have strengthened capacity for evidence-based planning, budgeting, implementation, monitoring and evaluation for accountable service delivery</b>							
1.3.1. Counties have strengthened planning and service delivery mechanisms.	Coordinating Agency: UNICEF, UNDP, UN Women	CoG, 14* Counties	Support to counties for PMS/PCs and automated reporting dashboards for CIDPs	123,000	1) Assist counties to establish a Performance Management System 2) Tracking and implementation of the PCs	Technical assistance to mainstream gender in PMS/PC and reporting tools (to be implemented in collaboration with UNICEF and UNDP)	Support SCOA completion that includes SDGs coding
	Coordinating Agency: UNICEF, UNDP UN Women	14* Counties	Support inclusive and responsive planning at county level (ADP, CIDP, Sector Plans)	0			
	Coordinating Agency: UNDP, UNICEF, UN Women	CoG, 14* Counties	Upscaling technical and financial support to counties in the County Spatial Planning area targeting counties in finalizing and implementing their CSPs	50,000	1) Assist counties to establish a Performance Management System 2) Tracking and implementation of the PCs	Facilitate analysis and review of tools and plans to integrate GEWE in spatial planning (to be implemented in collaboration with UNICEF/UNDP)	Integrate child safety issues in the UNDP led spatial planning
1.3.2. National and County governments have strengthened monitoring, evaluation, reporting systems	Coordinating Agency: UNDP, UNICEF UN Women	MoDA, 14* Counties	Strengthen county M&E capacity for tracking and reporting on CIDPs, SDGs targets and alignment with NIMES	60,000	Support in operationalization of the M&E framework for CIDPs and SDGs	Engender M&E tracking and reporting on SDGs targets	Support SCOA completion that includes SDGs code.
	Coordinating Agency: UNDP, UNICEF UN Women	MED, 14* Counties	Establish county M&E champions and promote M&E peer to peer learning, coaching and mentoring process (post training capacity support)	60,000	1) Identify county M&E champions and conduct training 2) Identify good M&E business models and put in place MOUs for peer-to-peer learning. Roll out peer learning activities	Provide technical assistance to strengthen M&E champions from a gender perspective	Strengthen inter-county M&E champions approach
1.3.3. National and County systems improved for the generation of disaggregated data	Coordinating Agency: UNDP, UNICEF UN Women	KNBS, 14* Counties	Strengthen county statistics capacity and promote evidence-based policy formulation, planning and budgeting	60,000	Support KNBS to strengthen county statistics capacity	Training of data users on gender statistics following the outcome of the gender dimensions monograph	KNBS supported to strengthen counties statistics capacity



(GBV, FGM, VAC, child marriages and marginalized populations including PWDs at county level, including a joint baseline study) for evidence-based decision making at both levels of government.	Coordinating Agency: UN Women, UNICEF UNDP	Ministry of Public Service, Youth and Gender Affairs, 14* Counties	Support capacity for critical evidence, data and statistics for GBV, FGM, VAC, child marriages and marginalized populations including PWDs at county level, including a joint baseline study	30,000		Technical assistance and capacity building of data producers to review GBV module for KDHS	
1.3.4. National and County governments have strengthened capacity for risk-informed development planning and budgeting	Coordinating Agency: UNDP, UNICEF UN Women	NDMA, 14* Counties	Strengthen county capacity for risk assessment, hazard mapping	140,000	1) Undertake risk mapping in 2 counties 2) Undertake policy formulation and legislation in 2 counties	Technical assistance to integrate gender in risk assessment tools and hazard mapping (to be done when UNICEF/UNDP are implementing)	Support county preparedness, assessment and response (e.g. strengthen community level diseases surveillance through VRAM capacity building nutrition and health outreach; drought assessment with counties)
	Coordinating Agency: UNDP, UNICEF UN Women	NDMA, 14* Counties	Strengthen county capacity for contingency planning and risk informed ADPs aligned to national emergency and resilience policies and strategic plans	0			
	Coordinating Agency: UNICEF, UNDP UN Women	MoDA, 14* Counties	Build capacity in county governments, national government and key stakeholders in Disaster Management to prevent, prepare and respond to disasters and emergencies	30,000	Support UNICEF with review/development of ToR with a focus on early recovery capacities	Support representation and participation of women and youth organisation in national platform for DRR and other national/county DRR events	Support counties towards disaster management capacity and coordination
<b>Subtotal Output 1.3</b>				<b>553,000</b>			
<b>UNDAF Output 1.4: People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disability</b>							

1.4.1. County governments have established public participation policy, legislation and frameworks.	Coordinating Agency: UNICEF UN Women UNDP	Ministry of Labour and Social Protection 14* Counties	Support county level modelling of alternative care system through enhanced community participation and engagement	10,000		Technical assistance for further analysis of time use survey for policy advocacy	Support enhanced community level participation in alternative care system
1.4.2. County governments have established and operationalized inclusive citizen engagement and accountability mechanisms.	Coordinating Agency: UNDP UNICEF UN Women	CSOs, 14* Counties	Strengthen capacity of citizens to track project implementation and reporting	120,000	1) Capacity building of the CSOs to map out key projects at least in one county and put in place tracking checklist/tool	Social accountability through NSAs and participation on women in planning, implementation and reporting	1) Social accountability through NSAs 2) Social intelligence reporting
1.4.3. Increased capacity of CSOs to engage county governments on planning, budgeting and service delivery	Coordinating Agency: UN Women, UNICEF UNDP	Youth targeting CSOs, 14* Counties	Strengthen capacity of citizens to track project implementation and reporting	100,000	1) In collaboration with OAG, sensitize CSOs on social audit and empower them to scrutinize projects at community level and update OAG on findings.	1) Support mobilization of rural women agripreneurs to participate in PFM processes in counties and access economic opportunities 2) Development of a training manual and pocket guide on AGPO	1) Strengthen CBEFs capacity on children issues 2) Internships in the UNICEF zonal offices
<b>Subtotal Output 1.4</b>				<b>230,000</b>			
<b>Subtotal All Outputs</b>				<b>2,174,800</b>			
Programme Implementation Unit (PIU)				331,800			
<b>Subtotal Programme</b>				<b>2,506,600</b>			
GMS 7% of subtotal of programme				175,462			
Management Agent 1% of programme				26,821			
<b>GRAND TOTAL</b>				<b>2,708,883</b>			

\* See Annex One