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UNDP Nairobi Kenya
FILE: KEN/014/239
-7 JAN 2019
ACTION BY: CM SKN
ACTION TAKEN

4th February, 2019

Sheila
cc RRai
cc RCO.

Ms. Amanda Serumaga
Resident Representative a.i
UNDP Kenya
NAIROBI

RE: SIGNING OF PROGRAMME DOCUMENT: 'STRENGTHENING DEVOLVED GOVERNANCE IN KENYA' PROGRAMME IN 2019-2022

The above referred Programme Document has been approved and counter signed.

The purpose of this letter therefore, is to forward the same to you for further necessary action. We have retained a copy for record purposes and sent a copy to the Principal Secretary Ministry of Devolution & ASALS.

Monica Asuna
FOR: PRINCIPAL SECRETARY, NATIONAL TREASURY

Encl.

Mary / Please make copies a) RR b) RCO c) Peter and Jeff

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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Kenya

Empowered lives.
Resilient nations.

Project Title: Strengthening Devolved Governance in Kenya
Project Number: 00114135
Implementing Partner: Ministry of Devolution and Arid and Semi-Arid Lands
Start Date: 1 December 2018 **End Date:** 31 December 2022
PAC Meeting date: 23 November 2018

Brief Description
In Kenya, devolution has progressively shaped the way resources are allocated to meet priorities of communities within the jurisdiction of the 47 county governments. Similarly, administrative processes at the county level have progressively improved enabling the establishment of systems and processes that seek to govern in the long term the realization of the objectives of devolution at the national as well as the county levels and below. Although overall progress on devolution has been significant, more remains to be done especially for counties where previous marginalization, low penetration of infrastructure, structural and other socio-economic challenges and their geo-location with respect to the climatic zones of the country has made them and their inhabitants particularly vulnerable. Counties in the northern and north eastern part of the county have been particularly vulnerable, many of these counties have performed poorly year on year on key indicators of poverty, health, governance, economic performance amongst others. The current project, aligned to national and county development priorities seeks to contribute to accelerated realization of the dividends of devolution in at least 15 counties, though targeting contributions to improvement of county performance against some of the key development indicators. The project seeks to do so through contribution to the following project outputs that are aligned to the United Nations Development Assistance Framework (UNDAF) and the UNDP Country Programme Document (CPD) planning frameworks: a) 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) Performance management, M&E, data management systems established and functioning in the counties c) Strengthened county-level planning & public financial management (PFM) systems d) Strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources. Some of the key activities that will contribute to these results include: i) strengthening the county policy legal framework, for effective administration of devolution and public service delivery; ii) Codify inter and intra county learning for intervention scale, replication, efficiency of public expenditures including utilizing intergovernmental committees, regional blocs and other mechanisms as appropriately established; iii) Strengthening the frameworks for evidence and data based planning, budgeting and tracking public expenditures and results for development interventions. This will include enhancing accountabilities (Fiscal, results, and perfomance); iv) enhancing inclusion, participation, open decision making in county governance; v) Situate county development and tackling county priority development interventions within broad-based county and cross boarder development priorities especially for counties lying in national borders with other countries;

The inputs that will support the realization of these results will include: technical assistance, systems development, targeted consultative forums, trainings, travel amongst others.

Indicative Outputs as per the CPD:

1. Government has strengthened policy, legal and institutional mechanisms for coordinated, inclusive and effective service delivery
2. Public finance management institutions have strengthened processes and systems for equitable, efficient and accountable service delivery.
3. County-level institutions have strengthened capacity for evidence-based planning, budgeting, implementation, monitoring and evaluation for accountable service delivery
4. People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disability

Total resources required: USD		10,000,000
Total resources allocated: USD	UNDP TRAC:	200,000
	Norway:	2,258,653
	Government:	
	In-Kind:	County and national governments contribution to project implementation
Unfunded: USD		7,541,347

Agreed by (signatures):

Government of Kenya	The United Nations Development Programme
The National Treasury and Planning Name: Henry Rotich, EGH Title: Cabinet Secretary, National Treasury and Planning Sign:	**The United Nations Development Programme** Name: Amanda Serumaga Title: Country Director/Resident Representative a.i Sign:
Date: 4/2/2019	Date: 7 January 2019

I. DEVELOPMENT CHALLENGE

With devolution now well stablished and counties functioning, increasing attention must be paid to those regions and counties where human development remains low and where counties can now be the vehicle to address this. Although overall progress in Kenya has been significant, more effort is required to achieve the Sustainable Development Goals, particularly in the arid and semi-arid (ASAL) regions of Kenya as well as other regions with high poverty index. Structural and socio-political obstacles continue to constrain achievement of sustainable and inclusive growth, participatory governance, community-level peace and security, sustainable environment and natural resource management, and resilience to shocks and climate change. This is particularly pronounced in the northern frontier counties of Kenya, namely: Garissa; Wajir; Lamu; Turkana; Tana River; Mandera; Marsabit; Isiolo; Samburu; West Pokot as well as other counties with a high poverty index such as Kilifi, Elgeyo Marakwet, Kwale, Narok and Taita Taveta. The northern counties have formed the Frontier Counties Development Council as a means of articulating and addressing their common development challenges. This project will target 15 counties including the FCDC counties with a focus on improving county governance capacity. The project will also aim to improve the efficiency of support to Turkana County which can serve as a model for the other counties both individually and collectively.

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 telecommunication infrastructure, oil and gas prospecting initiatives and market access for local products. Nonetheless, the MTP III Concept Note identified several challenges for the 2018-2023 period: clarification of the roles and functions between national and county governments; low county revenue; irregular county funds disbursement; and misuse of public funds. Public sector reforms are necessary to ensure a "fit for purpose" public service, which is integral to improved public service delivery and an increase in public trust.

One notable causal factor of poverty in these target counties is weak governance where human development is directly compromised by poor county government performance, weak planning, data collection and management, budgeting and M&E; public financial management is a concern in this regard. Furthermore, youth and women in these counties are also highly marginalized and often isolated from participating in county, planning and budgeting process.

II. STRATEGY

This project will employ an integrated and coordinated area-based approach as central to the new United Nations Development Assistance Framework (UNDAF) and the new UNDP County Programme Document (CPD) (2018-2022). These will be utilized as critical vehicles for effective development and alignment to the County Integrated Development Plans (CIDPs) to reduce the risk of fragmentation and silo approaches to development assistance as observed in the past.

The Government of Kenya's 'Big 4' agenda and UNDAF and UNDP priorities will contribute to socio-economic transformation in the hardest to reach and historically marginalized counties of the northern frontier counties and other poor counties through an optimization of UN Agency and county resources, work together to expand partnerships in meaningful ways, coordinate efforts around the CIDPs and leadership of the counties concerned. This project will build on past and current Norwegian support as well as other donors' support to devolution and the Delivering as One (DaO) office in Turkana County. In addition, the outputs of this project are designed to provide a foundation and set of partnerships for longer-term support in the region and the rest of the poor counties that will be supported by new UNDP and other UN Agency support to devolution which will include support to the northern frontier counties.

In order to reach those who continue to be the most marginalized in Kenya and address human development challenges, this project will target the northern frontier counties and coastal regions and two counties from the rift valley, with a focus on improving county governance capacity in all these counties and also improving the effectiveness and efficiency of support to Turkana County which can serve as a model for the rest of the counties both individually and collectively.

III. RESULTS AND PARTNERSHIPS

The project will contribute to the new UNDAF and CPD outcome which states that by 2022, people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable processes. The project has four interlinked outputs designed to contribute to the overall outcome.

Project outcome: By 2022, people in the counties access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable.

Output 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.

Activities

1.1 Assist FCDC and 5 other counties to establish a relevant policy and legal frameworks: TA/consultancy towards establishing various policies and legislation in the FCDC and 5 other counties.

1.2. Assist national government to develop policies and legal frameworks on establishment and operationalization of Regional Economic Blocks.

1.3 Assist counties to strengthen M&E systems and strengthening data management systems, including policies and legislation. Facilitate peer learning among the counties.

Output 2: Performance management, M&E, data management systems established and functioning in the counties.

Activities

2.1 Assist counties to establish a Performance Management System.

2.2. Assist counties to strengthen M&E systems and strengthening data management systems, including policies and legislation. Utilize peer learning among the counties.

Output 3: Strengthened county-level planning & public financial management (PFM) systems.

Activities

3.1. Support counties to strengthen their public financial management systems including internal audit, finance, accounts and budget, procurement and administration, pending bills and debt management.
3.2. Support counties to improve generation of own source revenue.

Output 4: Strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources.

Activities

4.1. Improve capacities of county attorneys to develop policies and bills. Support the counties to develop public participation policies and legislation and establish public participation units/functions. Sensitize MCAs on public participation, human rights and their oversight roles.
4.2. Strengthen the capacity of CBEFs to effectively engage in planning and budget making processes.
4.3. Promote youth participation in county planning and budgeting and their access to AGPO. A youth mentorship programme will be implemented with several interventions including mentoring and coaching, internships and training.

Output 5: Strengthened coordination and oversight mechanism of multi-UN Agency initiatives established and operational for FCDC counties.

Activities

5.1. Turkana Joint Programme Coordinator & Technical Advisor, including oversight and coordination for the Cross-Border preparations on the Karamoja Cluster and supporting FCDC coordination).
5.2. Convening of multi-stakeholder meetings/workshops at senior and technical level at national and county government levels to develop integrated programming strategies for Delivering as One in the Turkana & FCDC region. Focus areas: transformative peace; enabling Turkana/Karamoja to shape a cross-border component between Kenya and Uganda; advancing private sector engagement in FCDC around the Big 4; alignment of programme frameworks between partners.
5.3. Technical workshops for finalization of Multi-Partner Trust Fund between National Treasury, County Government and Development Partners; Multi-Partner Trust Fund Board meetings at county level and with CoG.
5.4. Review and evaluation of program.
5.5. Admin./operational support for procurement, administration, financial control and reporting.
5.6. TA, security services, secretariat, equipment, electricity and cleaning, local transport & travel, consultancy. Note: DaO office rent is paid by the Turkana County Government.

Resources Required to Achieve the Expected Results

So far, the UNDP/RCO have mobilized US$ 2,258,653 from the Royal Government of Norway. Resource mobilization is continuing and the workplan will be updated progressively as resources are secured.

Partnerships

While there are significant development partner interventions and county budgets available in these target counties, there is an urgent need for greater coordination of these efforts by all parties and for greater use of county-to-county peer learning. This project will contribute to developing and strengthening partnerships and their coordination and oversight mechanisms. This will focus on UN Agency initiatives in Turkana County and using this as a model for the other counties both individually and collectively while promoting inter-county learning and support to improve the efficiency and effectiveness of county governance. This will include partnerships with the UNDP Amkeni Wakenya project which is working with several CSOs in the some of the target counties. The partnership will also work closely with the current joint programme on deepening devolution being developed. In addition, these partnerships will be extended to other development partner initiatives through coordination with the ASAL sector group, and the Devolution Donor Working Group that is co-chaired by UNDP. County-to-county peer learning will include partners from other donor funded initiatives to expand potential partnerships.

Risks and Assumptions

The following risks are applicable for the devolution process in Kenya, the broader context of Turkana county, FCDC member counties, the rest of the target counties and the UNDAF and UNDP Kenya CPD for the duration 2018 to 2022 (these are detailed in the attached Annex 1 Risk Log):

- Overlapping mandates of institutions to support devolution, incl. regional blocs (e.g. FCDC).
- Weak collaborative mechanisms between key players on devolution matters in some of the counties.
- Inter-County, Intra-County or national-county disputes, incl. over natural resources and county boundaries.
- Diversion of government funds and attention due to natural disasters, drought, flood, or humanitarian crisis.
- Fiduciary: weak transparency and accountability for use of resources.
- Programming duplication by UN Agencies, development partners, GoK.
- Beneficiary institution capacity implementation limitations.
- Program design does not prove feasible (not flexible, fit for purpose, impacts not being realized).

Stakeholder Engagement

UNDP will work together with the county governments and relevant national level institutions towards improve service delivery at county levels. UNDP will play specific attention and invest in women and youth's effective engagement and participation in county level development to accelerate progress towards realization of the Sustainable Development Goals. UNDP will also pay special attention for the involvement of the people living with disabilities and other marginalised groups so that they can fully engagement in county development processes. In collaboration with other UN Agencies and other devolution programmes and UNDP Amkeni project, UNDP will mainstream human rights and gender equality and women empowerment in its programming so that communities can claim their rights. A detailed stakeholder engagement matrix is provided as Annex 2.

South-South and Triangular Cooperation (SSC/TrC): South-South and triangular cooperation will be accomplished through inter-county learning within Kenya and also through cross-border transformative peacebuilding dialogue and initiatives in the Karamoja Triangle involving Kenya, Uganda, and South Sudan. Similar corporations will be explored for the coastal counties and Narok.

Knowledge: The project will document best practices and models to be shared through a county-to-county peer learning process. This will include knowledge products that can be applied in a learning setting and best practices policy guidance. The project will work with national institutions (e.g. Office of Auditor General, National Treasury, MED, MoDA, CoG, KEBS, CRA) to accomplish this to ensure uniform standards are applied. These will be shared with the CoG's Maarifa Centre to ensure that the benefits are available to all counties.

Sustainability and Scaling Up: The project plans to support county governance systems and capacity building and utilize the National Capacity Building Framework (NCBF) as a guiding document to structure interventions that are tailored to target county specifics. The National Government responsibility for capacity building is given under Article 190 and the Fourth Schedule to the Constitution. This mandate is further elaborated under Section 121 of the County Governments Act. The National Capacity Building Framework (NCBF), adopted in 2013 outlines the strategy for implementation modalities of capacity building. The rationale for NCBF is to provide a mechanism for facilitating and coordinating capacity building initiatives, leverage and build on the on-going appropriate capacity building initiatives, provide a structure for support based on government existing policies and local priorities and provide basis for monitoring and evaluating capacity development. The implementation of the NCBF is premised along the following four pillars targeting the individual, organization and environment: Training and induction; Technical assistance to counties; Inter-governmental sectoral forums; Civic education and public awareness; and institutional support and strengthening.

The governance systems and capacity building activities of this project are anchored on the NCBF. For example, the project is anchored on the NCBF with the following outputs: policies, laws and institutional reforms for effective implementation of the constitution at national and county levels are adopted; Strengthened institutional and human capacities at national and county level evident in supporting national and local development; Improved service delivery mechanisms and response to opportunities and threats of insecurity or disaster; Strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources; and an integrated service delivery framework pilot implemented.

Ownership and sustainability are core elements of devolution programming. In this regard, the project will adopt an approach that ensures these are well embedded in project interventions. The project will support a county-led process where the capacity of counties was built to develop their own documents and plans (e.g. CIDPs) instead of hiring consultancies. The project will partner with national government experts to provide this capacity development support through training, mentoring and coaching. The project will support counties to develop PMS and M&E systems to implement and track results of the CIDPs that are in line with the nationally developed and owned County Integrated Monitoring and Evaluations System (CIMES) and National Integrated Monitoring and Evaluations System (NIMES). In order to promote ownership and sustainability, this will be anchored on the County Performance Management Framework and will entail establishment of a performance management systems that are results based and aligned to the CIDPs.

The project will support county governance systems and capacity building and strengthen coordination of development actors through the DaO Office by providing technical and advisory support to the county governments, UN agencies and development partners on the nature and impact of coordination of development actors and projects in Turkana County and other FCDC counties. The project will work in collaboration with other initiatives in the region such as AHADI and the World Bank's KDSP programme. UNDP will hold regular meetings with these organizations to share current activities, identify any possible overlaps and address them and to share successes and lessons. Moreover, all the three institutions are members of the Devolution Donor Working Group (DDWG) where donors meet regularly to share the current issues in devolution, implementation of activities and lessons. This will promote potential scale up through other development partners as applicable.

Lessons Learned:

County capacity assessments and evaluations of selected county practices in some areas (e.g. PFM, M&E) have been conducted by the World Bank, AHADI, and GoK institutions (e.g. CRA, OCoB, Auditor General). These assessments have been used to inform the design of the programmes activities and the strategy for their implementation as well as informing the lessons learned below.

Current devolution programming undertaken by UNDP and also other development partners such as the World Bank and AHADI have produced a significant number of lessons learned that will inform this programme's strategy, management and the implementation of activities, these include:

1. Partnering with both county executives and assemblies: Current devolution projects (with an exception of AHADI) have focused on supporting the county executives and not engaged county assemblies, which also play a pivotal role in county development. This has led to delays in budget and county integrated development plans approval and ignored needed training of county assemblies in their oversight and legislative roles. Involving both the county assembly and the executive at initial stages of planning and strengthening capacities of both arms of government enhances their ability to work together to deliver better services for citizens.

2. Counties' weak accountability on financial management has led to high fiduciary risks which necessitate careful control mechanisms and strengthening county public finance management.

3. County budgeting has been weak on social inclusion which leads to overlooking activities that target marginalised groups. Strengthening social planning, including public participation and responsiveness of budgeting to gender, youth, children and PwDs, will improve this.

4. Identifying and utilising regional blocs (e.g. FCDC) and national training institutes to implement activities leads to economies of scale in resource use and further enhances county-to-county learning.

5. Despite 5 years of devolution, poverty, education and healthcare indicators for women, youth, children and PwDs remain disproportionately poor with 56% of girls in the arid and semi-arid northern counties being married underage and lagging behind boys in the realisation of their basic rights across most sectors. New innovative approaches will need to be considered to address these issues in ASAL counties.

6. The lack of evidence-based programming approaches and data generation and usage has led to counties not effectively addressing citizen needs through their interventions. Strengthening county capacity to use such information and analysis to assess citizen needs, including CIMES, NIMES and County Spatial Plans, will help counties track and measure progress as they implement their CIDPs and ADPs, particularly as they impact marginalised groups and areas within the county.

7. Counties need support to align the planning of CIDPs, sectoral plans, and ADPs and budgets to allow for implementation of planned activities to achieve desired results.

8. Communication strategies need to be revamped between the project, implementing partners, and donors to allow for efficient information sharing and knowledge management with relevant partners in a clear format and timely manner.

9. Performance Management Systems (PMS) support to counties led to realisation of performance contracting and appraisal in counties which steered better planning, budgeting and execution of intended activities. Cross-cutting issues like public participation, gender equality, inclusion, climate change and disaster risk reduction received more attention by being included in the performance contracts.

10. Counties often lack political will and capacity to share with their communities on budgeting and planning processes, particularly with special interest groups of women, youth, PWDs. There is a need to continue investing and promoting inclusion of marginalized groups and public participation in decision making at all levels as a long-term strategy to produce greater equity in counties.

11. Utilizing multi-UN Agencies provides greater sectoral expertise and a more impactful county process.

IV. PROJECT MANAGEMENT

The project so far has secured Norway funding, but resource mobilization will continue. The Norway-supported component of the project will be implemented by UNDP and the RCO in accordance with applicable UNDP guidelines and as per the project budget with UNDP responsible for implementation of Outputs 1.1, 1.2, 1.3, 1.5 and RCO responsible for Output 1.4. UNDP will provide quality assurance and is responsible for overall attainment of results. The division of costs for project management is specified in the UNDP-RCO budget, GMS charged for the project will accrue to UNDP. The day-to-day implementation of the project will be managed by the project management team composed of staff of UNDP and the RCO. The UNDP Devolution Project Manager will have day-to-day operational oversight for the project. RCO will submit narrative and financial information to UNDP for compilation into narrative and financial reports.

UNDP and RCO will work with partners to jointly develop annual workplans, engage in joint M&E and field visits, and share information to ensure maximum coordination of efforts and attainment of results. Project partners and beneficiaries will be engaged by RCO and UNDP separately as per the output areas and, where possible, jointly, to ensure appropriate stakeholder consultation and representation. The Delivering as One (DaO) office in Lodwar, Turkana County, will be utilized to ensure that project resources are leveraged and coordinated with other UN Agency resources in the county and region.

The project will be guided by a Project Steering Committee composed of representatives of UNDP, RCO, Council of Governors, the Government of Kenya (MoDA) and Turkana County. The Project Steering Committee will review and assess progress, approve the annual workplan and provide overall policy guidance on project implementation, including as per the monitoring plan actions and inputs noted above. The project management team will function as the secretariat to the Project Steering Committee. The Project Steering Committee will meet semi-annually.

As UNDP continue with resource mobilization, additional activities and budgets will be developed to complement the Norway support and workplan.

Cost Efficiency and Effectiveness

The following practices will be used to ensure that the project deliver's maximum results with available resources:

- Collaborating with CRA, CoG, KLRC, MoDA, OAG and other national government agencies to develop tools/instruments for counties to reduce use of consultancies.
- Build on the support systems created under the current Devolution project.
- Leverage with other devolution projects where possible.
- Use National UNVs selectively and targeted to project outputs.
- Collaborate with other UNDP units and UN agencies to provide technical expertise.
- Adaptability: monitor the project's assumptions on an ongoing basis and adjust activities when necessary. To be reported on on and discussed at quarterly meetings.
- Research: use of rigorous M&E to build evidence of what is working works and what isn't and adapt on a continual basis. To be reported on on and discussed at quarterly meetings.
- Better targeting of beneficiaries to reduce resources spent on those not in appropriate positions to utilize skills learned.
- Use the current devolution as a pilot and use successful business models to demonstrate to other counties through peer learning for scale up.
- Use of FCDC and the coastal counties and Narok as a point of leverage and build economy of scale to reach more beneficiaries.
- Use of competitive procurement processes or standing requests for Quotation and official GoK list prices for purchase of goods and services (as applicable).
- The project will share the buying of goods and services with other UN Agencies, Turkana County Government, and other partners/organisations (e.g. shared office, equipment, joint procurement of inputs, etc.).

V. RESULTS FRAMEWORK

LEVEL	EXPECTED RESULT	INDICATORS	INDICATOR DEFINITION	Indicator data BASELINE Y0	TARGET Y1	TARGET Y2	FINAL TARGET	Data source (means of verification) & frequency	Comments
IMPACT	A democratic political system that is issue-based, people centred, results oriented and accountable to the public. Targeting FCDC Counties.	Primary FCDC county government expenditures as a proportion of original approved budget by sector.	This is from UNDAF and UNDP County Programme Document.	Baseline: 84.7% (national gov.); 79.9% (county gov.) (2016/17)	Target: 85% county gov. (2021/22)	Target: 85% county gov. (2021/22)	Target: 85% county gov. (2021/22)	Data Source: OCOB County Governments' Budget Implementation Review Report. Frequency: Annual by Kenya FY.	This is agreed to by GoK-UN Agencies (incl. UNDP). Project level reporting will provide for FCDC County level data.
OUTCOME 1	By 2022, people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable. processes.	Percentage of Kenyans who support devolution.	% of citizens who respond to surveys affirming they support devolution based on satisfaction with service delivery.	88% (Source: Twaweza East Africa study, Oct. 2017).	88	90	92	Data Source: Public Opinion Surveys Frequency: Annual	From the national percentages, UNDP will extract FCDC specific data and report based on the national surveys.
OUTPUT 1.1	Policies and legal frameworks that support FCDC and Regional Economic Blocks Developed	Number of FCDC counties and other 5 counties with policies and legal frameworks that support devolution in place Number of policies and legal frameworks for regional economic blocks in Place	a) Number count of counties that have policies and are using it in the implementation of activities b) Number of policies and legal frameworks that support establishment and operationalization of Regional Economic Blocks	Baseline: 1 Baseline:0	a) TBD b)Target: 1	a) TBD b)Target: 0	a) TBD Cum. Target: 1	Data Source: CoG; FCDC; Counties Frequency: Annual Data Source: CoG; Reginal Blocks; Counties Frequency: Annual	Improved implementation of the devolved systems of government will lead to optimal service delivery by guiding counties and regional blocks to ensure accountability issues or activities that are of critical importance
OUTPUT 1.2	Performance management, M&E, data management systems established	Number of FCDC counties and other 5 counties with operational	Number count of counties that have established a PMS and are using it for	Baseline: 2	Target: 2	Target: 3	Cum. Target: 6	Data Source: CoG; FCDC; Counties	Improved planning and M&E systems will contribute to tracking of county performance on

				Indicator data					
LEVEL	EXPECTED RESULT	INDICATORS	INDICATOR DEFINITION	BASELINE Y0	TARGET Y1	TARGET Y2	FINAL TARGET	Data source (means of verification) & frequency	Comments
	and functioning in FCDC counties.	performance management systems.	tracking of departmental targets.					Frequency: Annual	key service delivery targets as spelt out in the CIDPs. This will contribute to service delivery improvements.
OUTPUT 1.3	Strengthened county-level planning & public financial management (PFM) systems.	a) Reduction in number of OCOB *Key Observations* of FCDC county violations of PFM standards. b) Own Source Revenue (OSR) increase.	a) Number count of FCDC county violations of PFM standards based on OCOB half-year reports. b) Amount of county revenue generated.	a) Baseline: 26 b) TBD when 2 pilot counties identified.	a) Target: reduction by 7 b) TBD	a) Target: reduction by 6 b) TBD	a) Target: reduction by 13 b) TBD	Data Source: OCOB County Governments' Budget Implementation Review Report (for both a and b indictors) Frequency: 6 months for indicator a and annual for indicator b	a) Reduction in OCOB observations will demonstrate improved adherence to PFM rules and regulations and improved accountability and transparency. b) Increased OSR demonstrates improved financial planning and ease of doing business to improve revenue generation.
OUTPUT 1.4	Strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources.	Number of FCDC counties and other 5 counties with: a) public participation bills; b) public participation policies; c) active CBEFs.	Number count of FCDC counties and other 5 counties that have: a) public participation bills; b) public participation policies; c) active CBEFs.	Baseline: a) 6; b) 2; c) 4.	Target: a) 2; b) 2; c) 2.	Target: a) 8; b) 4; c) 2.	Cum. Target: a) 16; b) 8; c) 8.	Data source: CoG FCDC Counties (Executive re. policies; Assembly re. bills) Frequency: Annual	Involvement of citizens, special interest groups, CSOs, business community in county level planning will enable prioritization of needs and facilitate county level response to those needs in the CIDPs, ADPs, budgets, etc.
OUTPUT 1.5	Strengthened coordination and oversight mechanism of multi-UN Agency initiatives established and operational for FCDC counties.	a) Essential DaO coordination functions set up and operational. b) Funded MPTF established and convening stakeholders, incl. investors.	a) DaO office operational and coordinating county and donor initiatives, incl. peace and cross-border and private sector engagement. b) MPTF operational and attracting investment.	Baseline: (May 2018) a) 1 b) 0	Target: a) 3 b) 1	Target: a) 3 b) MPTF attracting increased funding from Y1	Cum. Target: a) 7 b) 1 MPTF with increased funding from Y1 and Y2	Data source: UN Resident Coordinators Office; DaO Office; Frequency: Annual	An effective coordination system to UN development interventions in the county enable building of synergies and avoid duplication hence better delivery of development support in the county. MPTF allows for multisectoral stakeholder engagement on county development and investment priorities.

VI. Monitoring And Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored according to the RRF and the Monitoring Plan (below), the annual costed workplan will also serve as a reference documents for the purpose of monitoring the achievement of results. A single joint annual work plan setting out the detail of the activities to be implemented under this project annually will be developed by the project management team and approved by the project steering committee. The project management team is tasked with the responsibility of ensuring implementation of the project in accordance with the Annual Project Review, this will be prepared by UNDP in collaboration with RCO. The Report will be submitted to the Project Steering Committee Review Meeting. The Annual Review Report will consist of a narrative report, reporting against each of the project outputs and a financial report in compliance with UNDP's reporting requirements. The review of the Report will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes and as described in the Monitoring Plan. Any changes to the budget will be considered at this meeting.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	As per frequency in the RRF (both annual and semi-annual depending on the indictor)	Slower than expected progress will be addressed by project management.	n/a	Included in M&E budget (year One: USD 37,000) N/B As more resources are mobilised budgets will change
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log in Annex 1 will be actively maintained to keep track of identified risks and actions taken.	n/a	Included in project management and M&E costs of budget.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively	At least annually	Relevant lessons are captured by the project team and used to	n/a	Included in project

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	sourced from other projects and partners and integrated back into the project.		inform management decisions. These will also be discussed with the donors on an annual basis.		management and M&E costs of budget.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	n/a	Included in project management and M&E costs of budget.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually and as needed if risk or performance indicators necessitate.	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	n/a	Included in project management and M&E costs of budget.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	Using information from above, this report will be developed and utilized in donor consultations is to: a) review the progress of the project; b) discuss possible revisions of plans and budgets; c) discuss issues of special concern for the implementation of the project.	n/a	n/a
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually and as needed if risk or performance indicators necessitate.	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	n/a	n/a

VII. Multi-Year Work Plan to be attached

See Annex III

The provided budget is for the funds so far mobilized. Resource mobilization is continuing and workplan for the incoming resources will be done as resources flow.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

1. Management Arrangements

This project will be managed within the framework of NEX modality. UNDP will organise some activities directly with counties and all RPs seek approval before commencement of activities. UNDP will work closely with government counterparts to ensure that there is in-built capacity on public procurement but also that laid down procedures are followed before any payments are honoured. UNDP will take the leadership role in coordinating activities under this programme as specified in the UN joint strategy on devolution.

Funds Flow
Both GoK and UN financial and procurement procedures will be utilized and adhered to as appropriate. Funds to be spent during Kenyan FY 2018-19 will be captured in the CoG's budget and reported through MoDA's budget as AinA. Funds to be spent in Kenyan FY 2019-20 will also be recorded in this manner but also captured in the CARA. UNDP will provide the budget that will be recorded for AinA and this will be transferred to CoG as appropriate and when required so that it is captured on budget as AinA through MoDA and CoG will raise invoices as appropriate. UNDP and CoG will sign an MoU so that the above can take effect. In order to comply with the CARA, UNDP will submit the budget estimates for the financial year 2019-2020, by 31 December 2018.

a. Project Executive Board (Project Steering Committee)

The Project Steering Committee (PSC) is the project management oversight body. It is the highest authority of the project responsible for making management decisions on a consensus basis for the project when guidance is required by the Project Coordinator. This means that the Steering Committee reviews project progress and results and may adjust activities according to the needs in a changing implementation environment. In order to ensure UNDP's ultimate accountability, the Steering Committee decisions should be made in accordance to standards[1] that shall ensure the best value to money, fairness, integrity transparency and effective international competition.

The PSC shall be co-chaired by UNDP and the Ministry of Devolution and ASAL. The PSC shall provide overall policy direction and make approvals on project implementation including recommendations for approval of project revisions. Project reviews by this group are made at designated decision points or as necessary when raised by all the stakeholders. The PSC will provide overall coordination of the programme, provide guidance regarding the technical feasibility of the programme, and ensure the realisation of programme benefits from the perspective of programme beneficiaries.

The objective of the PSC is to ensure that donor assistance to the programme processes and key milestones are consistent and applied towards meeting priority activities. Each responsible partner will set up and lead a coordination mechanism to optimize the efficient use of resources, eliminate double allocations of funds to projects and initiatives and minimize potential differences among donors and other stakeholders. The PSC shall meet

[1] UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

on a bi annually basis. Technical teams will however have quarterly meetings to check on the progress of activities.

The membership to the Steering Committee includes the following:

- ***Executive***: Refers to the individual representing the project ownership to chair the group. In this case, UNDP will be the Executive.
- ***Senior Supplier***: Refers to the individual or group representing the interests of the parties concerned, which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The funding donors will play the role of senior suppliers.
- ***Senior Beneficiary***: Refers to the individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. In this case, the National Treasury, Ministry of Devolution and ASAL, along with the Council of Governors, Commission on Revenue Allocation (CRA), Office of the Auditor General, Kenya Law Reform Commission, Intergovernmental Budget Economic Council, select sector Ministries, Departments and Agencies and selected counties. The Ministry of Devolution and ASAL shall designate the Project Coordinator, who will be the liaison officer for UNDP.

b. Project Technical Committee

There will be thematic teams, focusing on the above one out come area. The key outputs and main activities to be implemented by each team will be defined in the work plan. UNDP shall designate a project manager to coordinate all the devolution activities. The technical committee shall comprise of sub-committees organised according to the pillars and shall meet quarterly. The main responsibility of the technical committee shall be to ensure that implementation is undertaken as per approved plans and ensure that project monitoring and reporting is undertaken. The technical committee shall also provide quality assurance on the results.

c. Programme Management Support

The implementation of devolution requires dedicated human resources with a skills and competence mix to support the process. UNDP intends to create a resource base within the Country Office to steer the process. UNDP will use its existing human resource base and will engage technical expertise both locally and internationally to establish a Project Support Team (PST) to manage the implementation of the project. The PST will comprise of a Resident Coordinators Office (RCO) to ensure coordination and oversight mechanism of multi-UN Agency initiatives established and operational for FCDC counties, Technical Advisor on Devolution, to provide high level policy and technical advice on devolution; a Programme Manager, to provide overall management and coordination of the integrated programme; one Programme Officer to liaise with national level partners and county governments; a Monitoring and Evaluation officer, to coordinate monitoring and evaluation (M&E) activities of the programme and ensure timely M&E results reporting by all stakeholders; and a Finance Officer to manage project finances; and a Procurement Officer to manage all project related procurement and a Project Assistant to undertake administrative responsibilities. Short Term experts will also be called upon on need base to support the project in implementation of its activities.

d. Collaboration Arrangements

Funding for the project will be mainly through the NEX modality. Recognising the complexity of the devolution process and the independence of the agencies involved and the county governments, UNDP shall sign a Memorandum of Understanding (MOU) with all the partners to allow them to access funding directly. Development Partners that will support this programme will jointly sign a Joint Statement of Intent that will outline their collaboration in support of the programme.

e. Support to Implementation

Owing to the nature and complexity of the project with various players, there will be a Project Coordinator at the level of the Ministry of Devolution and Planning and thematic focal points in the various agencies envisaged by the project. The focal points in various agencies will work closely with the PST.

f. Project Assurance

Project Assurance is the responsibility of each Project Board (Steering Committee) member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Analyst holds the Project Assurance role. The Programme Analyst, who holds the project assurance role, will be supported by the Assistant Country Director and Head of Programme and the Governance and Peace Team Leader on matters related to strategic visioning and guidance.

Some of the key aspects that need to be checked by the Project Assurance Officer throughout the project as part of ensuring that it remains relevant include: beneficiary needs and expectations are being met or managed; risks are being controlled; adherence to the Project Justification (Business Case); project fits with the overall Country Programme; the right people are being involved; applicable UNDP rules and regulations are being observed; adherence to monitoring and reporting requirements and standards; quality management procedures are properly followed and that the Project Board's decisions are followed and revisions are managed in line with the required procedures.

g. The Audit Requirements:

The objective of the independent audit is to provide all stakeholders assurance that resources are being managed in accordance with agreed rules and regulations, more specifically:

- The Kenya Government's Public Financial Management laws and procedures, and any other agreed practices and procedures where resources are managed by a Third Party.
- The UNDP rules and procedures will apply whenever UNDP procures the component supported by the Basket Fund.
- The Work Plan activities, management and implementation arrangements, monitoring and evaluation and reporting provisions; and the requirements for implementation are adhered to in the areas of management, administration and finance.

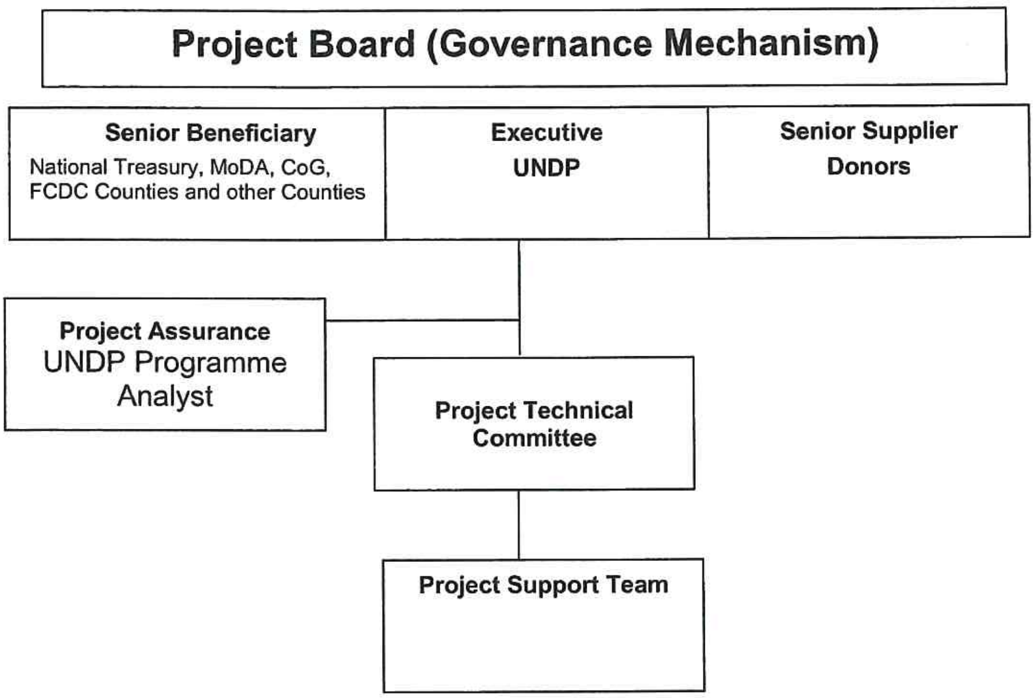
The Responsible Partners audits must confirm and certify that the Kenyan Government's rules and regulations governing public expenditure have been complied with, and additionally:

- Disbursements are made in accordance with the Work Plan;
- Disbursements are valid and supported by adequate documentation;
- An appropriate system for internal control is maintained by all responsible partners and can be relied upon by all stakeholders;

- Work Plan financial reports are fair and accurately presented;
- The Work Plan monitoring and evaluation reports are prepared as required;
- Work Plan disbursements are duly verified by responsible partners and the procurement, use, control and disposal of non-expendable equipment are in accordance with the Government of Kenya's requirements or with UNDP's rules and procedures when requested to procure on behalf of the responsible partners.

Where any of the responsible partner activities shall be funded through a basket facility, UNDP shall take the responsibility to audit the funded activities. A reputable firm sub-contracted by UNDP will conduct the audit as per the agreed rules and regulations. In the event of such an audit, the responsible partners will ensure that auditors are given all records and information that they will need to perform a meaningful audit.

Project Organisation Structure



IX. Legal Context and Risk Management

Legal Context Standard Clauses

Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Kenya and UNDP, signed on January 17, 1991. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures and the Government of Kenya Public Financial Management rules and procedures to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP.

Risk Management Standard Clauses

UNDP NEX MODALITY

1. UNDP and the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

Annex 1. Strengthening Devolved Governance in Kenya Risk Matrix
Annex 2. Stakeholder Engagement Matrix
Annex 3. Multi-year budget

Annex 1: Strengthening Devolved Governance in Kenya Risk Matrix

Risk Matrix Scale is 1-5 (low to high)

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management Responses	Owner	Last update	Status
1	Overlapping mandates of institutions to support devolution, incl. regional blocs (e.g. FCDC)	July 2018	political/ strategic	P=2 I=3	UNDP and RCO will continue engaging the state and other stakeholders with a view to ensuring fidelity to implementation of devolution. UNDP's capacity development interventions at both national and county levels will seek to strengthen devolution institutions and legal frameworks, including for regional bloc formation and strengthening (e.g. FCDC).	National/ county government/ FCDC	Sept. 2018	To be reviewed in Q4
2	Weak collaborative mechanisms between key players on devolution matters in FCDC counties	July 2018	political/ strategic	P=2 I=3	RCO and UNDP will facilitate frequent consultative forums among the players.	National/ county government/ FCDC	Sept. 2018	To be reviewed in Q4
3	Inter-County, Intra-County or national-county disputes, incl. over natural resources and county boundaries	July 2018	political/ strategic	P=3 I=3	UNDP and RCO will continuously engage with relevant actors to ensure that dispute resolution mechanisms are established at both national and county levels.	National/ county government/ FCDC	Sept. 2018	To be reviewed in Q4
4	Inadequate funding for the project	July 2018	funding	P= 2 I=2	If needed, UNDP and RCO will work with national and FCDC county governments to expand resource mobilization base and work with development partners to ensure that resources mobilized are used prudently for intended results.	UNDP/RCO	Sept. 2018	To be reviewed in Q4
5	Fiduciary: weak transparency and accountability for use of resources	July 2018	operational / institutional	P= 3 I=4	UNDP and RCO will support use of country and county systems as part of the principles of development cooperation but will play a strong role safeguarding resources entrusted to it and managing fiduciary risks. Ongoing M&E; Spot Audits; HACT checks; procurement via DIM as needed; strengthen county procurement capacity; upfront initial visits/training to IPs/recipients re. fiduciary risks and controls.	UNDP/RCO	Sept. 2018	To be reviewed in Q4
6	Programming duplication by UN Agencies, development partners, GoK	July 2018	operational / institutional	P=2 I=3	UN level: To be monitored through the DaO stakeholders and UN Devolution Working Group and Turkana Joint Programme Group. DP & GoK level: To be monitored through the Devolution Donor Working Group and Devolution Sector Working Group.	UNDP/RCO	Sept. 2018	To be reviewed in Q4
7	Beneficiary institution capacity implementation limitations	July 2018	operational / institutional	P=3 I=3	To be assessed through monitoring and evaluation as per M&E frameworks and addressed at DaO stakeholder meetings, Turkana County, and meetings with Devolution Donor Working Group and Devolution Sector Working Group.	UNDP/RCO	Sept. 2018	To be reviewed in Q4
8	Program design doesn't prove feasible (not flexible, fit for purpose, impacts not being realized, etc.)	July 2018	operational / institutional	P=2 I=2	Ongoing M&E; Peer review via DaO stakeholders; Devolution Donor Working Group and Devolution Sector Working Group; review and evaluation of DaO in FY 2018. Utilize iterative approaches and create off-ramps as needed.	UNDP/RCO	Sept. 2018	To be reviewed in Q4

- Project Risks of immediate concern will be highlighted in each quarter, those to be monitored closely will be discussed as per the Monitoring Plan.

Annex 2: Stakeholder Engagement

The key actors, stakeholders, and collaborators according to each project output and activity are detailed in the table below:

Output	Activities	Key Actors	Collaborators
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.	Assist FCDC counties to establish a relevant policy and legal Frameworks: TA/Consultancy towards establishing various policies the FCDC and 5 other counties Develop policies and legal frameworks on establishment and operationalization of Regional Economic Blocks	Ministry of Devolution and ASAL Kenya Law Reform Commission	COG and AHADI – Held a conference for Regional Economic Block
Output 1.2: Performance management, M&E, data management systems established and functioning in FCDC counties.	Assist FCDC counties to establish a PMS: 4 county workshops to sensitize on PMS, PC with technical support from National Government. TA/Consultancy towards establishing an ICT based PMS dashboard	Council of Governors, Performance management coordination office (OP), National ICT Authority FCDC Counties and 5 other Counties	AHADI – targeting 22 counties, we will work seamlessly to avoid overlaps. KDSP – UNDP will not support PMS training because KDSP is supporting this. Rather UNDP will support development of county-PMS systems (as was done for Turkana).
	Assist FCDC counties to strengthen M&E systems and strengthening data management systems, including policies and legislation. Utilize peer learning among FCDC counties. Assist at least two counties to develop an M&E policy - TA support from national Government (MED), 2 workshops facilitated by KNBS and MED on data systems and M&E tracking for CIDPs, in-county support for 4 counties to develop M&E data collection tools and reporting framework within CIMES	Monitoring and Evaluation Department (MED Kenta National Bureau of Statistics Council of Governors FCDC Counties and 5 other Counties	UN Women are working with KNBS on framework for tracking gender indicators. UNDP will use this partnership to extend other governance indicators including the indicators in the Results framework.

Output	Activities	Key Actors	Collaborators
Output 1.3: Strengthened county-level planning & Public Financial Management (PFM) systems.	Support counties to strengthen their public financial management systems including internal audit, finance, accounts and budget, procurement and administration, pending bills and debt management. Training of county staff in all the 8 FCDC counties on PFM. Technical support from OAG at county level on debt management, audit preparation, and improving financial management systems at county level (4 counties in year 1)	Office of Auditor General FCDC Counties and 5 other Counties	KDSP – is training counties on PFM. UNDP will specifically focus on systemic audit issues that keep recurring from AGs reports. To work with counties on putting mechanisms in place to avoid this and also prepare them for audit.
	Support FCDC counties to improve generation of own source revenue: County level technical support by CRA on improving own revenue generation. TA to CRA to assist counties establish a database for business operators for ease of issuing business permits/licenses and revenue collection (pilot with 2 counties in year 1). This may require some ICT equipment and related tools	Commission on Revenue Allocation (CRA) FCDC Counties and 5 other Counties	World Bank is working on revenue generation. UNDP is in engagement with the Bank to avoid overlaps.
Output 1.4: Strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources.	Improve capacities of county attorneys to develop policies and bills: Support the counties to develop public participation policies and legislation and establish public participation units/functions (2 counties in year 1). Sensitize MCAs from 3 FCDC counties on public participation, human rights and their oversight roles.	CoG Law Reform Commission County Assemblies FCDC Counties and 5 other Counties	KDSP – is training counties on public participation (PP) UNDP will support formulation of PP policies and bills UNDP Amkeni Wakenya and the CSOs they are working with will be key collaborators in formulation of PP policies and bills.

Output	Activities	Key Actors	Collaborators
	Strengthen the capacity of CBEFs to effectively engage in planning and budget making processes: Training workshops for counties on CBEFs. Follow up on establishing of CBEFs through in-county technical support, public participation forums at sub-county level. Tracking process on CBEFs	CRA County Assemblies CSOs FCDC Counties and 5 other Counties	UNDP – Amkeni Wakenya programme is doing some work with CSOs in the FCDC counties. Collaboration with Amkeni will be key in ensuring the CBEFs are vibrant and are inclusive
Output 1.5 Strengthened coordination and oversight mechanism of multi-UN Agency initiatives established and operational for FCDC counties.	Turkana Joint Programme Coordinator & Technical Advisor, including oversight and coordination for the Cross-Border preparations on the Karamoja and Omo Clusters and supporting FCDC coordination.	Turkana County Government UN Agencies in Turkana INGOs Local Community Based Organisations (CBOs)	Turkana County Government UN agencies and FCDC Counties
	Convening of 4 multi-stakeholder meetings/workshops at senior and technical level at national and county government levels to develop integrated programming strategies for Delivering as One in the Turkana & FCDC region. Focus areas: transformative peace; enabling Turkana/Karamoja to shape a cross-border component between Kenya and Uganda; advancing private sector engagement in FCDC around the Big 4; alignment of programme frameworks between partners.	Turkana County Government UN agencies INGOs Local CBOs	International development partners; FCDCs
	4 Technical workshops for finalization of Multi-Partner Trust Fund between National Treasury, County Government and Development Partners; Multi-Partner Trust Fund Board meetings at county level and with CoG.	National Government Turkana County Government UN agencies MPTF Office New York	
	Review and evaluation of program.	RCO Turkana County Government	International development partners, cross-border communities; IGAD

Output	Activities	Key Actors	Collaborators
		Programme stakeholders	Secretariat; Local CBOs, Government
	Admin./operational support for procurement, administration, financial control and reporting.	RCO/UNDP	RCO/UNDP
	TA, security services, secretariat, equipment, electricity and cleaning, local transport & travel, consultancy.	RCO/UNDP	RCO/UNDP

Annex 3: Multi-Year Budget

ANNEX 4: YEAR ONE ANNUAL WORK PLAN BUDGET: STRENGTHENING DEVOLVED GOVERNANCE IN THE NORTHERN FRONTIER COUNTIES

Impact: A democratic political system that is issue-based, people centred, results oriented and accountable to the public. Targeting FCDC Counties.

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

OUT PUT	Activities	Unit items	Year One - Duration (US$)	Year Two - Duration (US$)	Year Three - Duration (US$)
Output 1.1: Performance management, M&E, data management systems established and functioning in FCDC counties.	Assist FCDC counties to establish a PMS: 4 county workshops to sensitize on PMS, PC with technical support from National Government. TA/Consultancy towards establishing an ICT based PMS dashboard	* 1 TA Consultancy x 40 days= US$ 20,000 *4 county workshops x US$ 10,000= US $0,000	**60,000**		
	Assist FCDC counties to strengthen M&E systems and strengthening data management systems, including policies and legislation. Utilize peer learning among FCDC counties. Assist at least two counties to develop an M&E policy - TA support from national Government (MED), 2 workshops facilitated by KNBS and MED on data systems and M&E tracking for CIDPs, in-county support for 4 counties to develop M&E data collection tools and reporting framework within CIMES	*TA MoDA, KNBS,MED x days = US$ 8,000 * Travel cost for MoDA, KNBS,MED =US$ 2,000 *2 M&E Workshops x USD10,000= US$20,000	**30,000**		
	Programme quality assurance and logistical support:1 Quality assurance officer, 1 procurement officer and 1 finance officer contribution to staff time, travel cost for programme staff	*Staff cost x days = USD *Travel costs	**4,000**		
	Sub-total		**94,000**	**216,000**	**40,000**
Output 1.2: Strengthened county-level planning & public financial management (PFM) systems.	Support counties to strengthen their public financial management systems including internal audit, finance, accounts and budget, procurement and administration, pending bills and debt management. Training of county staff in all the 8 FCDC counties on PFM. Technical support from OAG at county level on debt management, audit preparation, and improving financial management systems at county level (4 counties in year 1)	* TA OAG x days = US$ 10,000 *4xPFM workshops = US$ 33,600	**43,600**		
	Support FCDC counties to improve generation of own source revenue: County level technical support by CRA on improving own revenue generation. TA to CRA to assist counties establish a database for business operaters for ease of issuing business permits/licenses and revenue collection (pilot with 2 counties in year 1). This may require some ICT equipment and related tools	* TA x 2 counties = US$ 20,000 * 2 workshops = US$20,000	**40,000**		
	Programme quality assurance and logistical support: 1 Quality assurance officer support, 1 procurement officer contribution to staff time, travel cost for programme staff	*Staff cost x days = USD *Travel costs	**3,800**		
	Sub-total		**87,400**	**130,000**	**25,000**

Output 1.3: Strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources.	Improve capacities of county attorneys to develop policies and bills: Support the counties to develop public participation policies and legislation and establish public participation units/functions (2 counties in year 1). Sensitize MCAs from 3 FCDC counties on public participation, human rights and their oversight roles.	*2 x attorneys workshops x 10000 cost = 20,000 * 3 x MCAs consultative forums x 6,800 = 24,000	**40,000**		
	Strengthen the capacity of CBEFs to effectively engage in planning and budget making processes: Training workshops for counties on CBEFs. Follow up on establishing of CBEFs through in-county technical support, public participation forums at sub-county level. Tracking process on CBEFs	*3 x workshops for CBEFs x 12,000 = 36,000 * in-county follow-up support (CRA staff cost) = 4000	**40,000**		
	Programme quality assurance and logistical support: 1 Quality assurance officer support, 1 procurement officer contribution to staff time, travel cost for programme staff	*Staff cost x days = USD *Travel costs	**3,600**		
	Sub-total		**83,600**	**90,000**	**27,000**
Output 1.4 Strengthened coordination and oversight mechanism of multi-UN Agency initiatives established and operational for FCDC counties.	Turkana Joint Programme Coordinator & Technical Advisor, including oversight and coordination for the Cross-Border preparations on the Karamoja Cluster and supporting FCDC coordination).	1xTechnical advisor x12months US$	**152,500**		
	Convening of 4 multi-stakeholder meetings/workshops at senior and technical level at national and county government levels to develop integrated programming strategies for Delivering as One in the Turkana & FCDC region. Focus areas: transformative peace; enabling Turkana/Karamoja to shape a cross-border component between Kenya and Uganda; advancing private sector engagement in FCDC around the Big 4; alignment of programme frameworks between partners.	* 4 meetings county stakeholder workshops US$	**54,000**		
	4 Technical workshops for finalization of Multi-Partner Trust Fund between National Treasury, County Government and Development Partners; Multi-Partner Trust Fund Board meetings at county level and with CoG.	*4 Stakeholder meetings x cost= USD *2 Benchmarking visits x cost = USD	**24,500**		
	Review and evaluation of program.	* Consultant hours x cost = USD	**27,500**		
	Admin./operational support for procurement, administration, financial control and reporting.	*2 x Staff x salaries = USD	**51,500**		
	TA, security services, secretariat, equipment, electricity and cleaning, local transport & travel, consultancy.	No. of unitlities	**47,500**		
	Sub-total		**357,500**	**422,500**	**40,000**

Project Management	Prorated portion of staff costs for project implementation.	*4 staff staff cost (average 20%)	**149,039**		
	Communication (knowledge products, covering of key meetings, success stories) and Administration.	* Consultant x 6 man-days x 250= USD 1,500. * Printing - results booklet 300 copies x USD 3 = 900	**2,391**		
	Monitoring and evaluation.	*Staff cost x USD 150 x 306days = 5,400 * Travel cost = USD 2,500	**7,970**		
	Individual Consultant to conduct desk research to establish baseline values for the indicators reading (TBD) in the results framework	* Consultant x 50 man days x USD 400	**20,000**		
	Sub-total		**179,400**	**259,000**	**47,253**
	Activity Sub-total		**801,900**	**1,117,500**	**132,000**
	GMS: 8%		**64,000**	**96,000**	**14,340**
	Total		**865,900**	**1,213,500**	**179,253**