



Republic of Kenya

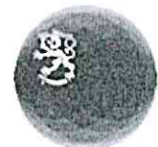


United Nations  
**KENYA**  
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**CONSOLIDATING GAINS AND DEEPENING DEVOLUTION IN KENYA (GOK-UN  
JOINT DEVOLUTION) PROGRAMME**

**2021 ANNUAL WORKPLAN**





#### Brief Description

Consolidating Gains and Deepening Devolution in Kenya (GoK-Un Joint Devolution) Project Number: 00117973 (2019-2022) project is aligned to national and county governments development priorities as stipulated in MTP III. It seeks to contribute to accelerated realization of the dividends of devolution in at least 14 counties, though targeting contributions to improvement of county performance and service delivery. The project seeks to do so through contribution to the following outcome of the United Nations Development Assistance Framework (UNDAF) "*By 2022 people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable*". Close consultation with Kenyan partners in the development of the Kenya UNDAF 2018 - 2022 identified that both devolution and marginalization issues are best addressed through a joint programme combining the strengths of multiple UN Agencies with expertise in key sectors and lead roles in the achievement of SDG goals. The Joint approach was also echoed by the external evaluators of the previous devolution programme. As a result, UNDP, UNICEF, and UN Women have developed a joint devolution project that will address outcome 1.2. under the political pillar of the UNDAF.

The Project 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 around the four UNDAF Outputs as follows: i) Governments have strengthened policy, legal and Institutional Mechanisms for coordinated, inclusive and effective service delivery ii) Public finance management institutions have strengthened processes and systems for equitable effective and accountable service delivery, iii) County-level institutions have strengthened capacity for evidence based planning, budgeting, implementation, monitoring and evaluation for accountable service delivery iv) People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disabilities. This joint project will be implemented by national partners including Ministry of Devolution and Arid and Semi-Arid Lands, National Treasury, Monitoring and Evaluation Department, Ministry of Environment, Council of Governors, Commission on Revenue Allocation, Kenya School of Government, County Assemblies Forum, Office of the Auditor General and Kenya National Bureau of Statistics, Office of the Controller of Budget, Kenya Network of Women Governors, State Department of Gender Affairs, Kenya Law Reform Commission amongst other national institutions, Frontier Counties Development Council UNWOMEN, UNICEF and several Civil Society Organizations

UNDP as the management agent will provide oversight in programme implementation as well as implement, while other UN Agencies, National and County Governments will implement the activities under national implementation modality (NIM). There is a dedicated project implementation team of staff for the project for day to day operations, fiduciary management and monitoring and evaluation and quality assurance. In accordance with UNDP procedures, annual audits for the programme are conducted, while an independent mid-term review and final evaluation have also been undertaken

Programme Period:	2019-2022
Project ID:	000117973
Atlas Award ID:	00012236
Start Date:	October 1, 2019
End Date:	September 3, 2022
LPAC Meeting Date:	29 March 2019
Management Arrangements:	NIM

Signed by: *James M. Mwanza*

The Principal Secretary  
Ministry Of Devolution & Local Government, Policy & Research  
State Department Of Devolution & Local Government  
P.O. Box 30004 - 00100, NAIROBI

Ministry of Devolution and Arid and Semi-arid Lands on Behalf of all Responsible Parties:

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Signed by: Mandisa

*Mandisa*



24-Jan-2021

United Nations Development Programme:

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## ANNUAL WORK PLAN 2021

DURATION: JANUARY 2021 – DECEMBER 2021

Award ID: 000122363

Project Title: CONSOLIDATING GAINS AND DEEPENING DEVOLUTION IN KENYA (JOINT UNDP-UNW-UNICEF DEVOLUTION PROGRAMME)

Project ID: 1

Project Output	Participating UN Agency	Lead GoK Institution	Indicative Activity for each Output	AWP Budget		AWP Activities		
				UNDP	UNICEF	UN Women	UN Women	
<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>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>								
Output 1.1.1. National and county governments have strengthened inter and intra-governmental structures.	UNDP, UNICEF, Un Women	CoG, IGRTC CAF MED Ministry of Youth/national youth council 14 focus counties	Activity 1.1.1.1.1: Establish mechanisms for inter- and intra-county partnership and collaboration between county governments, county assemblies and county executives	Action 1.1.1.1.1: Work with other IPs to support the passing of bills at the county assemblies e.g (M&E, youth, public participation bills, DRM etc among others) including tracking tools	20,000	56,000	Action 1.1.1.1.2: UNICEF National and County government policy adviser-center	Action 1.1.1.1.3: Technical support to SDGA, COG and IGTRC in operationalizing the gender inter-governmental framework to facilitate effective monitoring, coordination and reporting on gender issues.
Indicator: Number of counties with collaborative mechanisms in policy and legislation Baseline: 3 (2018) Target: 7	UNDP, UNICEF	IGRTC CAF, CoG 14 focus counties		Action 1.1.1.1.4: Provide technical support for strengthening the governance of devolved transboundary resources – support to IGRTC on frameworks and policies	116,000	70,000	Action 1.1.1.1.5: Technical support to CAF and COG to domesticate model county gender policy in select counties	40,000
Indicator: Number of national and county government coordination/dialogue forum operational Baseline: 3 (2018) Target: 5	UNDP	County Assemblies Forum 14 focus counties		Action 1.1.1.1.6: Support to County Assemblies Forum to Sustain a TA to coordinate the work of CAF on JDP – Public participation bills to				40,000
Gender marker 2: GEWE is a significant objective								



GEWE is a significant objective	UNDP, UN Women	CoG MODA NDMA 14 focus counties	Activity 1.1.2.2. 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	50,140	Action 1.1.2.2.1: TA to undertake a review the status of women, youth and children participation and inclusion in devolution processes	Action 1.1.2.2.2: Technical support to select counties to integrate Gender Equality and Social Inclusion (GESI) in the development and implementation of county policies, legislation, and planning frameworks on resilience and DRM.	40,000
	UNDP – ERU	CoG MODA NDMA 14 focus counties		10,140	Action 1.1.2.2.3: Support to county governments to develop and implement DRM policies and legislations		
	UNDP-ERU	CoG MODA NDMA 14 focus counties	Activity 1.1.2.3: Undertake a National State of County Capacities for Delivering on Devolved Environmental Survey	176,897	Action 1.1.2.3.1: Finalize the Devolved Environment Survey and disseminate its findings to key stakeholders		
	Sub-Total Output 1.1.2			427,648	387,648		40,000
	UNICEF, UN Women	Ministry of Public Service, Youth and Gender Affairs/Ministry of Labor and Social Protection, 14 focus counties	Activity 1.1.3.1. Enhance county capacities for effective implementation of GBV and child protection frameworks	65,000	Action 1.1.3.1.1: Technical assistance to select counties to develop child protection alternative care plans, and programme.	Action 1.1.3.1.2: Technical Assistance in select counties to develop and implement GBV model policies and laws including child protection framework in collaboration with UNICEF	20,000
	UNICEF, UN Women	Ministry of Public Service, Youth and Gender Affairs/				Action 1.1.3.1.3: Capacity of county level TWG on CP supported to enhance effective planning, &	Action 1.1.3.1.4: Support capacity of select universities to address Sexual harassment
	Output 1.1.3. Improved county capacities for effective implementation of child protection services and GBV.  Indicator: Number of counties that have developed capacity to assess, plan and budget for GBV Baseline: 0 (2018) Target: 2						

<p><b>Gender marker 3:</b> GEWE is the principal objective</p>	<p>Ministry of Labor and Social Protection, 14 focus counties</p>	<p>UNICEF</p>	<p>Ministry of Public Service, Youth and Gender Affairs/Ministry of Labor and Social Protection, 14 focus counties</p>	<p>92,898</p>	<p>50,000</p>	<p>including tech-based violence and influence safe spaces in counties and universities</p>	<p>42,898</p>	
								<p>Implementation of CP services.</p>
<p><b>1.2.1. County capacities strengthened for equitable and inclusive budgeting.</b>                       Indicator: Number of counties whose ADPs and Budgets are aligned to CIDPs                      Baseline: 3 (2018)                      Target: 5                       Indicator: Number of counties with active CBEFs in the budgeting process                      Baseline: 6 (2018)                      Target: 14   <b>Gender marker 3:</b>                      GEWE is the principal objective</p>	<p>Office of the Auditor General KIPPRA, CoG, CAF The National Treasury 14 focus counties</p>	<p>Sub-Total Output 1.1.3</p>	<p>Activity 1.2.1.1.1. Strengthen capacity of counties to align budgets with CIDP priorities</p>	<p>39,103</p>	<p>39,103</p>	<p>134,103</p>	<p>Action 1.2.1.1.2: Technical assistance through UNICEF Zonal offices to KIPPRA, CoG and CAF to strengthen county capacity on:                      (a) improving link between plans and budget including CIDP and ADPs reviews.                      (b) Implementing the recommendations from budget briefs.</p>	<p>62,898</p>
<p>197,001</p>								





	UNDP, UN Women	CRA Ministry of Youth 14 focus counties	Activity 1.2.1.4: Support establishment and strengthening of CBEFs	60,000	<p>Action 1.2.1.4.1: Support to CRA to track and build capacity of County Budget and Economic Forums</p> <ul style="list-style-type: none"> <li>▪ CBEF tracking tool – improve and automate the tool at CRA; to assess the effectiveness of CBEFs</li> <li>▪ Revitalize the mapping tool for CBEFs</li> <li>▪ In-county capacity building of CBEFs from the sub-county and ward levels – peer to peer learning based; TA guide (operations manual) on strengthening CBEFs based on the experience of Makeni County</li> </ul> <p>Development of county</p>	<p>National Treasury to:</p> <p>(a) Undertake fiscal space analysis at national and county level;</p> <p>(b) Innovative finance analysis including from pensions, private sector, PPPs and diaspora investments for SDGs acceleration;</p> <p>(c) Inclusive growth investments analysis using TA to Treasury on the above.</p>	60,000	<p>Action 1.2.1.4.2: Technical assistance to CRA to mainstream gender in CBEF operational guidelines.</p>
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		<p>policies on CBEFs (CAF to support in the dialogue) – start with a model</p>	<p>40,000</p>	<p>40,000</p>	<p>40,000</p>	<p>40,000</p>
		<p>Action 1.2.1.4.3: Work with county executives to strengthen youth engagement, as a collaboration mechanism (Work with CBEF)</p>	<p>20,000</p>	<p>20,000</p>	<p>20,000</p>	<p>20,000</p>
		<p>Action 1.2.2.1.1: Support to Commission on Revenue Allocation for: OSR strengthening – tracking tool for OSR: assessment (5 more counties), action planning, activities implementation, increase in OSR</p>	<p>160,000</p>	<p>160,000</p>	<p>160,000</p>	<p>160,000</p>
		<p>Action 1.2.2.1.2: Own Source Revenue support with UNCDF: Through UNCDF and in partnership with IMF – analysis of revenue potential in COVID-19 context; Capacity to counties to protect the existing revenue potential sources; Policy discussions with national government on policy/fiscal measures due to losses; Assisting counties for alternative fiscal raising (e.g. through PPPs, market bonds, private sector driven models).</p>	<p>66,000</p>	<p>66,000</p>	<p>66,000</p>	<p>66,000</p>
		<p>Action 1.2.2.1.3: Tracking the implementation of the marginalization policy (e.g. TA, tracking tool, M&amp;E and reporting) etc</p>	<p>20,000</p>	<p>20,000</p>	<p>20,000</p>	<p>20,000</p>
		<p>Sub-Total Output 1.2.1</p>	<p>511,224</p>	<p>511,224</p>	<p>511,224</p>	<p>511,224</p>
		<p>Activity 1.2.2.1.1. Support mapping of existing revenue streams and collection mechanism</p>				
		<p>Output 1.2.2. County capacities improved for revenue projection, generation, collection and reporting.</p> <p>Indicator: Number of counties with automated revenue generation system in place for adaptation Baseline: 0 (2018) Target: 2</p> <p>Gender marker 2: GEWE is a significant objective</p>	<p>UNDP, UNICEF</p>	<p>UNCDF CRA 14 focus counties</p>		

	UN Women	UNCDF 14 focus countries	Activity 1.2.2.2: Support countries to identify, automate and generate revenue from new revenue streams	40,000	60,000	40,000 40,000	Action 1.2.2.2.1: In partnership UNCDF and UNICEF, map key initiatives that can enhance OSR with gender dimensions; set reform agenda for countries OSR generation towards inclusive service delivery
Sub-Total Output 1.2.2							
UNDAF Output 1.2: Public finance management institutions have strengthened processes and systems for equitable and accountable service delivery.							
Output 1.3.1. Countries have strengthened M&E, planning and service delivery mechanisms. Indicator: Number of counties with a) established; and b) operational performance management systems Baseline: a = 6 (2018); b = 6 (2018) Target: a = 8; b = 8 Gender marker 2: GEWE is a significant objective	UNDP, UNICEF	Parliamentary Budget Office CoG NEPAD/APRM Secretariat 14 focus countries	Activity 1.3.1.1: Support to counties for PMS/PCs and automated reporting dashboards for CIDs	120,000	70,000	120,000	Action 1.3.1.1.2: TA to Parliamentary Budget Office on fiscal issues and bills processing
Sub-Total Output 1.3.1							
Output 1.3.2. Countries have strengthened planning and service delivery mechanisms. Indicator: No. of county planning	UN Women	14 focus countries	Activity 1.3.2.1: Support inclusive and responsive planning at county level (ADP, CIDP, Sector Plans)	120,000	70,000	50,000	Action 1.3.2.1.1: Support to COG to assess the impact of devolution on women and girls in social sectors within select counties to inform county plans and budgets
Sub-Total Output 1.3.2							
60,000							



<p>monitoring systems, CIMES, CPMIS) of tracking and reporting on CIDP targets and SDGs  <b>Baseline: 2 (2018)</b>  <b>Target: 11</b></p> <p><b>Gender marker 2:</b>                  GEWE is a significant objective</p>	<p>UNICEF</p>	<p>The National Treasury OCOB</p>				<p><b>Action 1.3.2.1.3:</b>                  Technical assistance for effective budget reporting: Technical assistance to OCoB and National Treasury to enhance programme-based reporting; implement electronic data portal, enhance electronic data capture template (UN Women joint work).</p>	
<p><b>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>                  Indicator: Number of counties with systems, tools and guidelines to collect disaggregated data for policy formulation, planning and</p>	<p>Sub-Total Output 1.3.2</p>	<p>KNBS 14 focus countries</p>	<p><b>Activity 1.3.3.1:</b>                  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</p>	<p>63,000</p>	<p>40,980</p>	<p><b>Action 1.3.3.1.1:</b>                  Technical assistance to KNBS to: Undertake inequality analysis applying census data (UN Women joint work).</p>	<p><b>Action 1.3.3.1.2:</b> Support capacity for critical evidence, data and statistics for GBV, FGM, VAC, child marriages and marginalized populations including PWDs at county level.</p>
	<p>UNICEF, UN Women</p>	<p>KNBS 14 focus countries</p>		<p>163,980</p>		<p><b>Action 1.3.3.1.3:</b>                  Technical assistance to KNBS to: Prepare population Monographs</p>	<p>40,000</p>
	<p>UNICEF</p>	<p>KNBS 14 focus countries</p>		<p>100,000</p>			
	<p>UNDP, UN Women, UNICEF</p>	<p>MED 14 focus countries</p>		<p>50,000</p>	<p><b>Action 1.3.3.1.4:</b>                  Undertake a joint baseline study to generate disaggregated data for IDP indicators, GBV, FGM, VAC, child marriages, marginalized</p>	<p><b>Action 1.3.3.1.4:</b>                  Undertake a joint baseline study to generate disaggregated data for IDP indicators, GBV, FGM, VAC, child marriages, marginalized</p>	<p><b>Action 1.3.3.1.4:</b>                  Undertake a joint baseline study to generate disaggregated data for IDP indicators, GBV, FGM, VAC, child marriages, marginalized populations</p>

budgeting Baseline: 0 (2018) Target: 2 Gender marker 3: GEWE is the principal objective	Sub-Total Output 1.3.3	UNICEF, UW Women	NDMA, 14 focus counties	Activity 1.3.4.1: Strengthen county capacity for risk assessment, hazard mapping	114,346	30,000	50,000	30,346
					264,346	30,000	160,000	70,346
Indicator: Number of counties that have adopted Disaster Risk Management (DRM) bills and policies Baseline: 3 (2018) Target: 7	UNICEF, UW Women	UNICEF, UW Women	Activity 1.3.4.2: Strengthen county contingency planning and risk informed ADPs aligned to national emergency and resilience policies and strategic plans	Activity 1.3.4.2.1: Technical assistance to counties for contingency planning and risk mapping that is sensitive to children safety.	92,898	55,000	37,898	
					90,000	60,000	30,000	
Gender marker 3: GEWE is the principal objective	UNICEF, UW Women	UNICEF, UW Women	Activity 1.3.4.3: Build capacity in county governments, national government and key stakeholders in Disaster Management to prevent, prepare and respond to disasters and emergencies	Action 1.3.4.3.1: Technical assistance to national (NDMA) and counties to build capacities on disaster preparedness and response that is sensitive to children safety.	Action 1.3.4.3.2: Develop capacity of county technical staff, County Disaster Committees, and Key Stakeholders to integrated Gender Equality, Women Empowerment, and Social Inclusion in Disaster prevention, preparedness, mitigation, response and recovery to increase community disaster and emergency resilience.	93,536	53,546	40,000
						93,536	53,546	40,000

<p><b>Output 1.4.1.</b> County governments have established public participation policy, legislation and frameworks.  Indicator: Number of counties with public participation frameworks Baseline: 7 (2018) Target: 13  Gender marker 3: GEWE is the principal objective</p>	<p>Sub-Total Output 1.3.4 UNDP, UNICEF</p>	<p>Activity 1.4.1.1: Support county level modelling of alternative care system through enhanced community participation and engagement</p>	<p>277,444</p>	<p>Action 1.4.1.1.1: Support institutionalization of alternative dispute resolution mechanisms (ADR)</p> <p>30,000</p> <p>Action 1.4.1.1.3: Support to County Assemblies Forum to: Develop a framework on Women Caucus Framework; Work with county assemblies to enhance gender participation in CAs' business; Work on how to enhance gender participation in the activities supported under the programme</p> <p>30,000</p>	<p>168,546</p>	<p>107,898</p> <p>Action 1.4.1.1.2: Technical support to County Assemblies and COG to develop gender responsive county public participation &amp; access to information guidelines and train duty bearers (assemblies and executive)</p> <p>60,000</p>
<p><b>Output 1.4.2:</b> Countries have improved institutional capacities for participation and inclusion of women, youth &amp; PWDs in planning and decision-making processes Indicator: Percentage of counties with</p>	<p>OCOB MED The National Treasury CRA State Department of Youth Affairs/ National Youth Council 14 focus counties</p>	<p>Activity 1.4.2.1: Strengthen capacity of citizens to track project implementation and reporting</p>	<p>30,000</p> <p>Action 1.4.2.1.1: Support to Commission on Revenue Allocation to: Improve and automate the CBEF tracking tool for assessing the effectiveness of CBEFs; Revitalize the mapping tool for CBEFs; In county capacity building of CBEFs from the sub-county and ward levels – peer to peer learning based; TA guide</p>	<p>Action 1.4.2.1.2: Technical assistance to MED; implement dashboards for MTP III indicators tracking in social sectors and county tracking concept received</p>	<p>Action 1.4.2.1.3: Technical assistance to the OCOB to strengthen Programme Management Committees and develop appropriate guidelines on inclusion.</p>	

mechanisms for inclusive public participation of women, youth and PWDs Baseline: 0 (2018) Target: 100% Indicator: Number of supported CSOs tracking project implementation and demanding accountability at county level Baseline: 0 (2018) Target: 2 Gender marker 3: GEWE is the principal objective	Sub-Total Output 1.4.2	UNDP UNICEF UN Women	CAF COG 14 focus counties 14 focus counties COG 14 focus counties State Department of Youth Affairs/ National Youth Council 14 focus counties KSG KSG IBP	Activity 1.4.3.1: Strengthen citizen participation in county planning and budgeting through engagement between CSOs and County governments	150,000	(operations manual) on strengthening CBEFs based on the experience of Makueni County; Development of county policies on CBEFs (CAF to support in the dialogue) – start with a model	40,000	Action 1.4.2.1.4: Support to County peer-to-peer learning programme for youth	30,000	90,000	360,000			
						50,000	Action 1.4.2.1.5: National Treasury Social Intelligence Reporting (SIR)	60,000	60,000	120,000	Action 1.4.3.1.1: Support to Youth Micro enterprises strengthening and access/ uptake of AGPO	130,000	120,000	Action 1.4.3.1.2: County Budget Transparency Surveys-International Budget Partnership





