



CONSOLIDATING GAINS AND DEEPENING DEVOLUTION IN KENYA

Programme Quarterly Progress Report January 1 – March 31, 2021

Project Summary	Country:	Kenya	
	Project Duration:	2019 – 2022	
	Budget and Donors:	Total programme budget	= US\$ 32,480,932
		Total resources mobilized	= US\$ 18,962,471
		Sweden	= US\$ 8,319,441
		Finland	= US\$ 5,725,484
		Italy	= US\$ 441,501
		Government contribution	= US\$ 3,276,045
		Contribution by UN agencies	= US\$ 1,200,000
		Annual Budget for 2021:	Total Programme Budget = US\$ 4,098,946
	Cumulative expenditure for 2021:	Total Programme Expenditure = US\$ 311,288	
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Collaborating Partners:

The National Treasury, Ministry of Devolution and ASALs, Kenya Institute for Public Policy Research and Analysis, Kenya National Bureau of Statistics, Office of the Controller of Budget, Council of Governors, Kenya School of Government, County Assemblies Forum, Frontier Counties Development Council, International Budget Partnership



Acronyms

ADP:	Annual Development Plan
ASAL:	Arid and Semi-Arid Lands
AWP:	Annual Work Plan
CAF:	County Assemblies Forum
CBEF:	County Budget and Economic Forum
CBROP:	County Budget Review Outlook Paper
CEC:	County Executive Committee
CECM:	County Executive Committee Member
CIDP:	County Integrated Development Plan
CIMES:	County Integrated Monitoring and Evaluation System
COBS:	County Open Budget Survey
COG:	Council of Governors
COVID-19:	Corona Virus Disease
CP:	Child Protection
CPiE:	Child Protection in Emergencies
CPIMS:	Child Protection Information Management System
CRA:	Commission on Revenue Allocation
CSOs:	Civil Society Organizations
DDWG:	Devolution Donor Working Group
DP:	Development Partner
DRM:	Disaster Risk Management
DRR:	Disaster Risk Response
e-CIMES:	Electronic County Integrated Monitoring and Evaluation System
e-NIMES:	Electronic National Integrated Monitoring and Evaluation System
FCDC:	Frontier Counties Development Council
FGM:	Female Genital Mutilation
FY:	Fiscal/Financial Year
GBV:	Gender-Based Violence
GEWE:	Gender Equality and Women Empowerment
GMS:	General Management Services
GRB:	Gender Responsive Budgeting
HR:	Human Resources
IFMIS:	Integrated Financial Management Information Systems
KIPPRA:	Kenya Institute for Policy Analysis and Research
KNBS:	Kenya National Bureau of Statistics
KSG:	Kenya School of Government
M&E:	Monitoring and Evaluation
MCA:	Member of County Assembly
MDAs:	Ministries, Departments and Agencies

MED:	Monitoring and Evaluation Directorate
MoU:	Memorandum of Understanding
MPTF:	Multi Partner Trust Fund
MTP:	Medium Term Plan
NDRM:	National Disaster Risk Management
NG:	National Government
NIMES:	National Integrated Monitoring and Evaluation System
OBS:	Open Budget Survey
OCOB:	Office of the Controller of Budget
OSR:	Own-Source Revenue
PC:	Performance Contracting
PF ₄ C:	Public Finance for Children
PFM:	Public Financial Management
PFMA:	Public Finance Management Act
PFM DPG:	PFM Development Partner Group
PIU:	Programme Implementation Unity
PMS:	Performance Management System
PUNO:	Participating United Nations Organization
PWD:	People with Disability
SCOA:	Standard Chart of Accounts
SDGs:	Sustainable Development Goals
SERP:	Socio-Economic Response Plan
SIDA:	Swedish International Development Cooperation Agency
SOCATT:	Society of Clerks at the Table
SIR:	Social Intelligence Report
TA:	Technical Assistance
TNT:	The National Treasury
ToT:	Training of Trainers
UN:	United Nations
UNCDF:	United Nations Capital Development Fund
UNDAF:	United Nations Development Assistance Framework
UNDP:	United Nations Development Programme
UNICEF:	United Nations Children Fund
UN Women:	United National Entity for Gender Equality and Empowerment of Women
USAID:	United States Agency for International Development
VAC:	Violence Against Children

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I. Executive Summary

The Joint Programme addresses outcome 1.2. under the political pillar of the United Nations Development Assistance Framework (UNDAF 2018 – 2022): By 2022 people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable. The programme contributes to the following UNDAF Outputs:

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.

This report provides a status update on each of these outputs for the period January – March 2021.

Programme Output 1.1: Government has strengthened policy, legal and institutional mechanisms for coordinated, inclusive and effective service delivery

National and county governments have strengthened inter and intra-governmental structures: The Joint Devolution Programme (JDP) purposed to establish mechanisms for partnership and collaboration between county governments, county assemblies and county executives; and strengthen county assemblies and the Senate for effective oversight and accountability. These included water sector consultative forum; finalization of National Policy on Gender and Development; monitoring and reporting on Kenya’s global commitments on gender equality; domestication of the Model County Assemblies Gender Policy by Busia and Kilifi county assemblies; and alignment of the Turkana County Child Care Services Bill and Social Assistance Bill with Children’s Act, 2001.

Governments have harmonized governance policy, legal and institutional frameworks to support devolution: JDP targeted to develop, review and harmonize devolved governance’s policy and legal frameworks including Regional Economic Blocks (REB); build county-level capacity for implementation of Disaster Risk Management (DRM) policies for effective response and preparedness for disasters; and support to a National State of County Capacities for Delivering on Devolved Environmental Survey.

Improved county capacities for effective implementation of child protection services and gender-based violence (GBV): The programme supported Turkana, West Pokot, Garissa, Isiolo, Marsabit, Tana River and Kilifi counties to coordinate child protection services. The National Guidelines for Child Protection Case Management and Referral Operational Guidelines for Child Protection (CP) in Emergencies was finalized and training of the 7 counties undertaken using the guidelines and other CP

documents. The programme supported the development of county GBV policies and establishment of a CP framework. The programme, in partnership with Action Aid, supported roll out of the **CampusMeToo** campaign in Turkana and Garissa counties. JDP will support advocacy work with the Council of Governors and KIPPRA for inclusion of child, women and girls' specific costs into the county plans and budgets. Turkana and Garissa counties implemented alternative care programmes and plans for CP and GBV.

Programme Output 1.2: Public finance management institutions have strengthened processes and systems for equitable, efficient and accountable service delivery

Output 1.2.1: County capacities strengthened for equitable and inclusive budgeting: To ensure that resources are directed to the planned interventions and priorities, the JDP purposed, through consultatively formulated and validated Annual Development Plans (ADPs) and county budget cycles, to strengthen the role of County Budget and Economic Forums in county planning and budgeting, and strengthen public entities to develop and implement the Access to Government Procurement Opportunities (AGPO) procurement plans. To ensure alignment of county budgets and plans to their County Integrated Development Plans (CIDPs), the programme supported Mandera, West Pokot and Busia county assemblies to review their County Fiscal Strategy Papers (CFSPs). Through JDP support to implementation and monitoring of audit findings, there was significant improvement in accounting and finance management processes for the Mandera, Garissa and Tana River counties.

The programme supported development of 47 county policy briefs on health, nutrition, education, and water, sanitation safety and hygiene (WASH) sectors to advocate for adequate, efficient and equitable investments for children, youth and women. Further support went to the alignment of the priorities of children, youth and women in CFSPs to County Post COVID-19 Socioeconomic Reengineering and Recovery Strategies. Further support was directed to the completion and implementation of AGPO procurement plans for Kilifi County and capacity building of women and youth to trade with county governments.

County capacities improved for revenue projection, generation, collection and reporting: To improve county capacities for revenue projection, generation, collection and reporting, the JDP supported mapping of existing revenue streams and collection mechanisms, and identification, automation and generation of revenue from new revenue streams for Busia, Isiolo, Lamu and Garissa counties. The programme, in collaboration with United Nations Capital Development Fund (UNCDF), African Tax Administration Forum (ATAF) and International Monetary Fund (IMF), supported a Tax Administration Diagnostic Assessment (TADA) for Busia, Isiolo, Lamu and Garissa counties.

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

Counties have strengthened planning and service delivery mechanisms: The JDP targeted operationalization of Performance Management Systems (PMS) in Samburu, Isiolo, West Pokot and Busia counties. The programme supported county peer-to-peer learning mission to Makueni County which identified top leadership commitment as a key success factors for PMS implementation. The programme supported Busia, Isiolo, West Pokot, Samburu and Tana River¹ counties to vet, negotiate and sign PCs. The significant improvement in adoption and implementation of PCs in these counties was attributed to JDP support to the counties through technical assistance to Council of Governors (CoG) and county leadership commitment to PC adoption.

The programme supported development of Sustainable Development Goals (SDGs) Accelerated Action Plans and institutional framework for their coordination, which were used to localize SDGs at the county level and enhance county Voluntary Local Reporting (VLR). A county peer-to-peer exchange with Makueni County informed development of a framework for mainstreaming and tracking localization of SDGs and VLR. Support was further directed to CoG to review and validate its staff compliment and job descriptions. The new compliment will strengthen CoG Secretariat to effectively support its committees.

National and County governments have strengthened monitoring, evaluation, reporting systems: Based on the lessons learned from implementation of County Integrated Monitoring and Evaluation Systems (CIMES) in 2020, the programme supported the Monitoring and Evaluation Directorate (MED) to undertake a diagnostic assessment of Narok, Kajiado, Kilifi, Samburu, Busia and West Pokot counties. The findings of this diagnostic informed identification of relevant support to ensure that these counties operationalize CIMES. To assess the impact of devolution on women and girls in social sectors, the programme supported implementation of County Budget Briefs, which were developed in 2020 via the support of JDP.

National and County systems improved for the generation of disaggregated data for evidence-based decision making at both levels of government: The programme provided technical assistance to the National Treasury for roll out of SCOA to Ministries, Departments and Agencies (MDAs) and county governments. In partnership with IMF, the SCOA Technical Working Group developed a draft SCOA implementation roadmap. The programme supported the Office of the Controller of Budget (OCOB) and the National Treasury to enhance programme-based reporting, implement electronic data portal, and enhance capture of budget and financial information.

National and County governments have strengthened capacity for risk-informed development planning and budgeting: The programme supported development of child-focused county risk profiles for Turkana, West Pokot, Samburu, Mandera, Marsabit, Wajir, Isiolo, Garissa, Tana River, Kilifi and Lamu counties. The risk profiles provided evidence base for risk-informed child-focussed programming. The programme engaged county peace and security policy leaders on Gender Sensitive Conflict and Disaster Analysis to inform policies and programmes and advocate for the full implementation of Kenya National

¹ Through the JDP support, Tana River signed the PCs for the first time.

Action Plan (KNAP). KNAP was localized in Marsabit County to secure participation of women in disaster risk management and resilience. The programme further engaged with the National Disaster Management Authority (NDMA) to support drought preparedness; with National Disaster Operations Centre (NDOC) to support county-level disaster preparedness; with Inter-Governmental Technical Relations Committee (IGTRC) to support unbundling of government Disaster Risk Management (DRM) functions; and with FCDC to support multi-stakeholder engagement for flood response.

Programme Output 1.4: People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disability

County governments have established public participation policy, legislation and frameworks: JDP directed support to county governments to establish and operationalize public participation mechanisms. The County Assemblies Forum (CAF) was supported to review public participation budget and expenditure for both county assemblies and executives, and county assemblies' access to information protocols. The review established that counties have no substantive vote heads for public participation. This occasions shortage of public participation budgets and poor coordination of citizens to provide feedback to county processes.

County governments have established and operationalized inclusive citizen engagement and accountability mechanisms: The programme supported International Budget Partnership to finalize the 2020 County Budget Transparency Survey. The findings of the survey will inform intervention towards enhancing public engagement in county planning, budgeting and programme implementation.

Increased capacity of CSOs to engage county governments on planning, budgeting and service delivery: The programme connected 130 micro, small and medium enterprises (MSMEs) (65 women-owned) to private financial institutions. The programme supported a mission to assess progress towards establishment of Tana River County of Tana River Youth Innovation and Empowerment Centre. Tana River County Government has provided the premises for the centre while Kenya School of Government (KSG), through JDP support, will procure ICT equipment for the centre.

Financial Report

The programme is implementing a budget of US\$ 4,098,946 for the year 2021. This includes US\$ 3,214,687 for programme activities and US\$ 884,259 on programme management and coordination. During the quarter under review, the programme spent US\$ 61,480 (1.91%) on programme activities and US\$ 172,808 (19.54%) on programme management and coordination. The aggregate programme delivery was 7.59% - a delivery rate attributed to delays in finalization of Implementing Partner and Responsible Party 2021 workplans, hence late commencement of implementation.

II. Programme Results and Achievements

Programme Output 1.1: Government has strengthened policy, legal and institutional mechanisms for coordinated, inclusive and effective service delivery

Output	Target	Baseline	Achievement	Status
Output 1.1.1: National and county governments have strengthened inter and intra-governmental structures	2 new issues addressed by national and county government coordination and/or dialogue forums	2 issues (2020)	4 issues – water sector integration; child protection; gender	Ongoing

Collaboration between county governments and the national government is an imperative for effective functioning of counties and delivery of services. The Constitution of Kenya 2010² and several statutes³ provide the framework for consultation and cooperation between counties and the national government. Inter- and intra-county relations is informed by: distinctness, interdependence of county governments; the need to respect the institutional and functional integrity of either level of government; and the obligation of governments at either level to undertake their dealings through consultation, cooperation and coordination. Within counties, the intra-county relations between the executives and county assemblies is critical for the smooth running of the devolved governance structures. JDP purposed to establish mechanisms for partnership and collaboration between county assemblies and county executives; and strengthened county assemblies and the Senate for effective oversight and accountability.

JDP supported Inter-Governmental Relations Technical Committee (IGRTC) to mount a multi-stakeholder water sector consultative forum to strengthen governance of transboundary water resources. The forum identified key policy and legal issues affecting management of water as a shared resource and the need to allay any conflicts which may arise out of its utilization. It was also agreed that; the Water Act, 2016 needs to be aligned with the Constitution of Kenya 2010; an intergovernmental framework for tracking implementation and effectiveness of water projects needs to be established; and a Water Sector Forum to enhance coordination between national and county governments in the management and delivery should be put in place.

JDP supported finalization and launch of the National Policy on Gender and Development. JDP also supported State Department for Gender Affairs (SDYA) and CoG to monitor and report on Kenya's global commitments on gender equality. This strengthened collaboration between the SDYA, CoG and IGRTC

² Articles 1, 6, 174, 186, 187 and 189

³ County Governments Act, 2012; Inter-Governmental Relations Act, 2012; Public Finance Management Act, 2012 and Urban Areas and Cities Act, 2012

on gender issues. CAF developed a Model County Assemblies Gender Policy, which was domesticated by Busia and Kilifi county assemblies. Turkana County reviewed County Child Care Services Bill and Social Assistance Bill to be in line with Children’s Act, 2001.

Output	Target	Baseline	Achievement	Status
Output 1.1.2: Governments have harmonized governance policy, legal and institutional frameworks to support devolution	4 policies, bills developed in line with devolved functions (public participation, Gender, DRM, REBs, Child Protection, M&E, Youth)	0 new policies or bills developed in line with devolved functions (2019)	3 policies 7 Acts	Ongoing

At inception of JDP, there was poor harmonization of key policies supporting devolution. This hindered smooth implementation of devolved governance. To address this challenge, JDP sought to develop, review and harmonize devolved governance’s policy and legal frameworks including Regional Economic Blocs (REB); build county-level capacity for implementation of Disaster Risk Management (DRM) policies for effective response and preparedness for disasters; and support to a National State of County Capacities for Delivering on Devolved Environmental Survey.

JDP provided technical assistance to Ministry of Devolution and ASALs (MoDA) to coordinate intergovernmental relations and to coordinate development of the ASALs policy. Through this support, MoDA has commenced the review of Intergovernmental Relations Act 2012 and Alternative Dispute Resolution (ADR) Regulations in line with the 5th Summit Resolution of February 11, 2016. As a sequel to this support, MoDA is disseminating the Alternative Dispute Resolution Regulations to all County Attorneys in collaboration with IGRTC; developing and implementing a mechanism for addressing the disputes that have been withdrawn from court arising from Presidential Directive; pre-qualifying a team of experts on ADR & Mediation issues for purposes of dissemination of ADR Regulations.

Output	Target	Baseline	Achievement	Status
Output 1.1.3: Improved county capacities for effective implementation of child protection services and GBV	5 technical working groups (including child protection teams) capacitated to plan and implement child protection policies and Violence Against Women and Girls	5 child protection committees (2019)	Children care centres established in 2 counties – Garissa and Turkana	Ongoing
	1 county has capacity to assess, plan and budget for GBV and Child Protection	0 (2018)	County GBV and CP framework policy developed	Ongoing

			Investment case for Turkana and Garissa counties and CP costing model completed	
	1 standard county-level framework for child protection legal and policy documents in place	0 (2019)	7 counties supported to establish CP services coordination National Guidelines for Child Protection Case Management and Referral, Operational Guidelines for Child Protection in Emergencies finalized and disseminated	Ongoing
	2 counties implementing alternative care programme/ plans	1 county	Garissa and Turkana counties implementing alternative care program	Ongoing

Implementation of devolved governance paid little attention to child protection and gender-based violence, despite Counties, as centres for service delivery, having a unique opportunity to promote CP and stem GBV. Reducing inequality strengthens economies and builds stable, resilient societies that give all individuals – including boys and men – the opportunity to fulfil their potential. JDP works with county governments to ensure that CP and GBV are adequately addressed in policies, legislation and service delivery.

The programme continued to support Turkana and Garissa counties to plan and implement the care reform programme especially in response to COVID-19. In the two counties, follow up of children who left residential care during COVID-19 was undertaken to ensure they remained within families. The national care reform strategy is near completion, and the counties will be supported to develop county level action plans based on the strategy. The programme supported select counties (Turkana, West Pokot, Garissa, Isiolo, Marsabit, Tana River and Kilifi) to coordinate child protection services. The National Guidelines for Child Protection Case Management and Referral, Operational Guidelines for Child Protection in Emergencies was finalized and training of 7 counties undertaken using the guidelines and other CP documents. These documents will guide implementation and coordination of child protection services in the select counties.

The programme supported development of county GBV policies and establishment of a CP framework. The programme, in partnership with Action Aid, supported the roll out of the **CampusMeToo**⁴ campaign in various counties. Implementation of interventions under **CampusMeToo** will begin in April 2021.

⁴ CampusMeToo campaign advocates against sexual harassment in higher learning institutions by petitioning for policies against sexual harassment against both students and staff in higher learning institutions.

County investment case for 2 counties (Turkana and Garissa) were completed and at national level Child Protection costing model completed. JDP supported advocacy work with the Council of Governors and KIPPRA for inclusion of priorities of children, women and girls into the county plans and budgets. Turkana and Garissa counties implemented alternative care programmes and plans for CP and GBV.

Programme Output 1.2: Public finance management institutions have strengthened processes and systems for equitable, efficient and accountable service delivery

Output	Target	Baseline	Achievement	Status
Output 1.2.1: County capacities strengthened for equitable and inclusive budgeting	30% (5 counties) of county budgets aligned to CIDPs and ADPs	29% (2017)	Mandera, West Pokot and Busia counties review their County Fiscal Strategy Papers (CFSP)	Ongoing
	6 counties with County Economic and Budget Forums (CBEFs) active in the budget process	4 counties (2018)	14 counties CBEFs engaged in the development of CFSPs	Ongoing
	Capacity of 10 public entities strengthened to develop and implement AGPO procurement plans	0 new counties (2020)	1 county (Kilifi County) supply chain officers trained on AGPO, issues on implementation of AGPO identified and addressed	Ongoing

JDP purposed to ensure alignment of county budgets and plans to their CIDPs through consultatively formulated and validated Annual Development Plans (ADPs) and county budget cycles; strengthen the role of County Budget and Economic Forums in county planning and budgeting; and strengthen public entities to develop and implement Access to Government Procurement Opportunities (AGPO)⁵ procurement plans.

The programme, in collaboration with County Assemblies Forum (CAF), supported Mandera, West Pokot and Busia county assemblies to review their County Fiscal Strategy Papers (CFSP)⁶. The review unearthed several challenges that counties experience in the budgeting process, including: overreliance on process, systems and technology; weak accounting and financial management systems (including for revenue collection); lack of strategies for revenue automation coupled with poor revenue records; lack of clear revenue (potential) and cost (of service delivery) baselines to inform fiscal estimation and realistic performance-based programming; and delays in transfers from the National Government making local

⁵ AGPO is an affirmative action aimed at empowering youth, women and persons with disability-owned enterprises by giving them more opportunities to do business with Government. This is made possible through implementation of the Presidential Directive that 30% of all government procurement opportunities be set aside for these enterprises.

⁶ CFSP provides a forecast for the economy and a basis for expectations about revenues and expenditures in the coming year. It sets the final budget sector ceilings for the next three financial years upon approval by the county assembly.

performance planning unpredictable and uncertain. To address these challenges and enhance informed decision making: each county was tasked to prepare a plan for engagement with sectoral Committees, CEC member for Finance; and sectoral committees to continuously monitor budget implementation through in-year reports from the county and oversight actions for improved service delivery. Following the training participants improved understanding of the components of the CFSP vis-a-vis the role of the MCA; drew linkages between national and county priorities for integrated development and service delivery; and to entrench county assembly oversight of the budget process, explicit details of location and amounts of various programs were identified.

JDP counties had significant challenges in public finance management as revealed by various audits undertaken by the Office of the Auditor General (OAG). The programme supported the Office of the Auditor General (OAG) to monitor implementation of audit recommendations undertaken by Mandera, Garissa and Tana River counties. The monitoring exercise revealed significant improvement in accounting and finance management processes for the three counties, based on the audit recommendations. Key areas where significant improvements were noted include budgeting, internal audit reporting, establishment of internal audit committees, work planning, entry into cashbooks, preparation of payment vouchers, accounting for travel expenses and procurement.

JDP county assemblies prioritized various policies and legislations in their CIDPs and ADPs. To fast-track the finalization of these key bills and policies, the programme supported the 14 JDP counties to map priority bills and policies using the following criteria: the county has allocated some budget towards the policy/legislation; the policy/legislation has direct impact on children, youth and women; the policy/legislation when enacted will lead to institutionalization of budget allocation to children, youth and women issues in long term; and engagement with the county assembly during the development of the policy/legislation.

A budget analysis on children, youth and women related issues across the health, nutrition, education, and WASH sectors in 47 counties was conducted in 2019. The analyses showed minimal budget allocation to the three groups and poor execution of the allocated amounts. The JDP addressed this challenge by supporting 23 counties to review their CIDPs and align the priorities of children, youth and women in their CFSPs to County Post COVID-19 Socioeconomic Reengineering and Recovery Strategies.

Following the completion of the revision of the SCOA, the programme supported training of trainers (ToTs) in ministries and counties. The trainers supported the establishment of new SCOA champions to support SCOA users to maximize the full benefits of the revised chart.

The programme supported AGPO onsite monitoring mission to Kilifi County to assess progress following 2018/2019 training of supply chain officers. As a sequel to this mission, AGPO procurement plans were completed and are being implemented. These procurement plans will ensure that youth and women enterprises get an equitable share of all government procurements, in the long run building the capacity of women and youth to trade with county governments.

Output	Target	Baseline	Achievement	Status
Output 1.2.2: County capacities improved for revenue projection, generation, collection and reporting	Gap between potential and actual Own Source Revenue (OSR) through realistic projection for all streams reduced from 47% to 40%.	47% (2017/18)	35% in OSR shortfall	Ongoing
	14 counties with harmonized codes between the revenue generation systems and the proposed Standard Chart of Account (SCOA) for all streams for ease of reporting.	0 (2018)	SCOA finalized; Awaiting cabinet approval for official roll-out to counties and MDAs.	Ongoing
	1 county OSR increased between financial years	0 (2018)	6 counties (Mandera, Tana River, Marsabit, Garissa, Turkana and Wajir) increased their OSR. 3 counties undergo Tax Administration Diagnostic Assessment	Ongoing

To have a sustainable resource base in accordance with Public Finance Management Act 2012, county governments are required to generate their Own Source Revenue (OSR) to complement transfers from the National Treasury. Most counties, especially FDC counties, have general lower than planned OSR levels. To improve county capacities for OSR projection, generation, collection and reporting, the JDP is supporting counties to reduce the gap between projected and actual revenues from 47% in 2017/18 to 40% in 2022/23; harmonize codes between the revenue generation systems and Standard Chart of Accounts (SCOA) for all streams for ease of reporting; and enhance the capacity of counties to increase OSR. The programme supported mapping of existing revenue streams and collection mechanisms, and identification, automation and generation of revenue from new revenue streams for Busia, Isiolo, Lamu and Garissa counties. The programme, in collaboration with United Nations Capital Development Fund (UNCDF), African Tax Administration Forum (ATAF) and International Monetary Fund, supported a Tax Administration Diagnostic Assessment (TADA) training for Busia, Isiolo, Lamu and Garissa counties. The assessments established strengths and weaknesses in revenue administration to guide their reform agenda. The findings will guide counties towards enhanced own source revenue collection and accountability to achieve their development objectives.

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

Output	Target	Baseline	Achievement	Status
Output 1.3.1: Counties have strengthened planning and service delivery mechanisms	10 counties have established and operations performance management systems (PMS) in line with CIDPs/ADPs	6 (2018)	13 counties adopt PMS but at different stages of implementation	Ongoing

Following the resolution of the 2015 Annual Devolution Conference and Council of Governors Resolution of August 2018, county governments adopted PMS. The counties are still at different stages of implementing PMS, with service delivery gains not clearly documented. The JDP purposed to support establishment and operationalization of PMSs in focus counties in line with their CIDPs. Key components of PMS implemented by counties include Performance Contracts (PCs), Citizen Service Delivery Charters, Results-Based Management, Rapid Results Initiatives and Staff Performance Appraisal System (SPAS).

The programme, working with CoG, developed an index for tracking the status of implementation of PCs in counties. The programme supported a learning exchange mission to Makueni County on experiences of implementing PMS using the Makueni County Methodology. Some key lessons from Makueni County include:

1. Top leadership commitment – PC coordination is situated under the Governor’s Office, enhancing buy-in from the Governor and other county leaders. Most programme counties have it under their public service boards, which undermines the buy-in and ownership of PCs by other county departments.
2. Need to have PC champions in different service delivery units who understand the process. The champions can steer the process and mentor their organizations to implement PCs.
3. Need to create clear interlinkage between PCs and SDGs, Vision 2030, Big 4 Agenda, African Union Agenda 2063, etc.
4. All aspects of county service delivery should be tracked, not just the few areas which are included in PCs.
5. There is a need for a reward scheme to appreciate outstanding officers. PCs will inform decisions on rewards, promotions and sanctions.
6. Staff Performance Appraisal System (SPAS) should be linked to payroll to identify any payments to people who have not signed PCs.
7. Having a PC coordinator in all the departments and a departmental committee has ensured all officers attend the training even when held inside the County.

The programme provided in-county support to Busia, West Pokot, Isiolo and Samburu counties in PMS. In Busia County, members of the County Executive Committee, Chief Officers and directors were

sensitized on PCs and Citizen Service Delivery Charters. During the workshop, a sample performance contract was designed for adoption by all departments. Isiolo County vetted their PCs, West Pokot County signed the PCs.

The programme provided in-county support in development of SDGs Accelerated Action Plans and institutional framework for their coordination. The institutional framework and Accelerated Action Plans will be used to localize SDGs at the county and enhance county voluntary local reporting on SDGs. To enhance peer-to-peer learning among counties, a mission to document best practices in SDGs localization was undertaken in Makueni County. Key lessons and best practices were identified. Agriculture, food security, health and water were prioritized by the county and now the county is enjoying the dividends. This is demonstrated by the modern Makueni Mother and Child Hospital, whose standards compares with top Kenyan hospitals; Kwambila Earth Dam that was built with only Kes 4 million and is managed by the local community to provide water to more than 5,000 families; and the nearly complete Makueni Green Park to allow residents a place for relaxation. From this exercise, a framework for mainstreaming of SDGs in counties was developed to track localization of SDGs and VLR.

The programme supported CoG to review, document and validate the approved jobs to ensure relevance and alignment to CoG’s mandate. The new human resource compliment once fully staffed will strengthen CoG’s internal processes, systems and capacity to support COG’s committees, which require a strong internal system to function effectively and efficiently.

The programme provided technical assistance on fiscal issues and processing of bills to the Parliamentary Budget Office (PBO). This enhanced the capacity of the Parliamentary Budget Office on fiscal issues and bills processing through technical assistance.

Output	Target	Baseline	Achievement	Status
Output 1.3.2: National and County governments have strengthened monitoring, evaluation, reporting systems	11 counties with operational CIMES for reporting CIDP targets and SDGs.	2 (2019)	6 counties assessed. Capacity building based on assessment findings to commence in Q2.	Ongoing

Counties have experienced challenges in implementation of County Integrated Monitoring and Evaluation Systems (CIMES). An initial CIMES Diagnostic Assessment of 8 counties was undertaken by the Monitoring and Evaluation Directorate (MED) in 2019, which was followed by M&E capacity building in Lamu, Tana River and Garissa counties to address the identified gaps. This has resulted in strengthening of county M&E in target counties. For instance, Tana River County already established and trained CIMES committees at the sub-county and ward levels. During the reporting period a second

diagnostic assessment was conducted for the remaining 6 counties⁷ under JDP. The diagnostic established capacity gaps in the operationalization of CIMES in the counties. MED is using this report in its programmatic and policy work to strengthen county M&E systems.

To assess the impact of devolution on women and girls in social sectors within select counties to inform county plans and budgets, the programme supported continued advocacy and technical support for inclusive planning and budgeting through on-the-job support to implementation of County Budget Briefs, which were developed in 2020 via the support of JDP.

Output	Target	Baseline	Achievement	Status
Output 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	3 county data sheets produced to collect disaggregated data on target sectors/groups.	0 (2018)	Inequality analysis undertaken for 47 ⁸ counties	Ongoing

The programme provided technical assistance to the National Treasury for finalization and roll out of SCOA developed with support of JDP in 2020 to Ministries, Departments and Agencies (MDAs) and county governments. In partnership with International Monetary Fund, the SCOA Technical Working Group was revived and a draft SCOA implementation roadmap developed. The programme supported implementation of an electronic data portal at the Office of the Controller of Budget (OCOB) to enhance capture and reporting of budget and financial information. The programme also supported design of an electronic data capture and reporting system for OCOB to monitor budget implications for children, women and PWDs.

Output	Target	Baseline	Achievement	Status
1.3.4. National and County governments have strengthened	14 counties have increased budget allocation for disaster	0 (2019)	12 counties made local budgetary allocations for DRM	Ongoing

⁷ Narok, Kajiado, Kilifi, Samburu, Busia, West Pokot counties.

⁸ Through the use of KNBS, the support was extended to all the 47 counties without occasioning additional expenditure on programme resources.

capacity for risk-informed development planning and budgeting.	prevention and preparedness interventions.			
	12 climate and disaster early warning products developed.	8 (2018)	Gender Sensitive Conflict and Disaster Analysis to inform implementation of KNAP II	Ongoing
	8 counties have functional and inclusive disaster and emergency coordination mechanisms.	0 (2018)	Mandera County trained on conflict prevention and DRR	Ongoing
	10 counties with operational CC/DRM legal frameworks.	8 (2018)	Tana River have enacted DRM Bill; Kilifi, Kwale and Garissa have draft DRM Bills	Ongoing

The advent of county governments led to rapid expansion of physical and service delivery infrastructure at the county level. This has led to populations and economic assets being located in exposed geographic areas; accumulation of risk in urban areas due to rapid and unplanned developments; excessive strains on natural resources and ecosystems; and exacerbation of social inequalities for children, youth, women and persons with disabilities. To address these challenges, the JDP is complementing county level development of risk reduction strategies by strengthening the capacity for risk development planning and budgeting. The interventions include: support for generation of critical evidence, data and statistics for GBV, FGM, VAC, child marriages and marginalized populations including PWDs at county level; county capacity for risk assessment, hazard mapping; county contingency planning and risk informed ADPs aligned to national emergency and resilience policies and strategic plans; and building capacity of county governments, national government and key stakeholders in disaster management to prevent, prepare and respond to disasters and emergencies.

The programme provided technical support through a consultancy with CIMA Foundation to develop child-focused county risk profiles in Turkana, West Pokot, Samburu, Mandera, Marsabit, Wajir, Isiolo, Garissa, Tana River, Kilifi and Lamu counties, with special focus on the impact of drought and floods on child wellbeing. The child risk profiles will be disseminated to counties and sub-counties to provide evidence-based risk analysis to improve risk-informed programming.

The programme supported gender sensitive conflict and disaster analysis to inform policies and programmes and advocate for the full implementation of Kenya National Action Plan (KNAP). Through Implementing Partners, county peace and security policy leaders were engaged to secure buy-in for KNAP localization in Marsabit County to secure participation of women in disaster risk management and

resilience process. The KNAP localization agenda was launched and a detailed localization plan rolled out towards fully domestication of the UNSCR 1325 and KNAP in Marsabit county. The programme, through UNICEF Zonal offices, provided technical support to counties to develop flood and drought contingency plans.

The programme supported training of sub-county women and youth leaders (Saku, Laisamis, North Horr, and Moyale) on Gender Equality and Women Empowerment (GEWE) and global, regional, sub regional and national frameworks on the role of women in peace and security and disaster risk governance processes. Women, youth and PWDs leaders from Saku, Laisamis, North Horr, and Moyale were trained on conflict prevention, peacebuilding and Disaster Risk Reduction (DRR) to enable them to engage in the county mechanisms.

The programme supported preparations towards increasing access to DRR and humanitarian services by women and girls, and mainstream gender in policies, plans and DRR programming targeting Wajir county government. The programme further engaged with National Disaster Management Authority (NDMA) to support drought preparedness; with National Disaster Operations Centre (NDOC) to support county-level disaster preparedness; with IGTRC to support unbundling of government Disaster Risk Management (DRM) functions; and with FCDC to support multi-stakeholder engagement for flood response. UNICEF and IOM supported the government to develop longer-term shelter/floods response strategy.

Programme Output 1.4: People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disability

Output	Target	Baseline	Achievement	Status
Output 1.4.1: County governments have established public participation policy, legislation and frameworks	14 counties have public participation budget allocations and expenditure (county assembly and executive).	0 (2019)	14 county assemblies engage citizens in county budgeting processes	Ongoing

Public participation is one of the national values and principles of governance in Article 10 of the Constitution of Kenya, 2010. One of the objects of devolution is to give powers of self-governance to the people and enhance their participation in the exercise of the powers of the State and in making decisions affecting them. The County Government Act, 2012 requires all counties to establish appropriate structures for public participation. To actualize this, county governments are required to: create mechanisms of engagement by ensuring and coordinating the participation of communities and locations in governance; and build capacity by assisting communities and locations to develop the administrative capacity for the effective exercise of the functions and powers. Effective participation by

members of the public in county governance processes strengthens democracy and governance; increases accountability of county officials; improves process quality and results in better decisions; helps in managing social conflicts and enhances process legitimacy. The JDP sought to support county governments to establish and operationalize public participation mechanisms.

The programme worked with CAF and CoG to review the extent to which county assemblies and executives allocate public participation budgets and how these resources are expended respectively. The review established that all programme counties undertake public participation but do not have substantive vote heads for public participation and that counties did not have robust public participation. This occasioned a shortage in budgets because of competing interests. It further found that due to lack of proper public participation, citizens are not well coordinated to provide meaningful feedback during public participation exercises. To enhance public participation and the participation of women in county assembly affairs, the programme supported county assemblies to adhere to access to information protocols, including deployment of technology to aid public participation.

Output	Target	Baseline	Achievement	Status
Output 1.4.2: County governments have established and operationalized inclusive citizen engagement and accountability mechanisms	14 counties engaged in the development of Open Budget Index (OBI)	0 (2018)	Supported International Budget Partnership Kenya in the finalization of the 2020 County Budget Transparency Survey.	Ongoing

The programme supported International Budget Partnership to finalize the 2020 County Budget Transparency Survey. During the quarter, the programme supported IBP to develop the report of the survey, which will be released in the next quarter. The survey findings will inform initiatives towards enhancing budget transparency by county governments so as to increase public engagement in county planning, budgeting and programme implementation.

Output	Target	Baseline	Achievement	Status
Output 1.4.3: Increased capacity of CSOs to engage county governments on planning, budgeting and service delivery	6 initiatives by supported NSAs in target counties influencing the county planning and budgeting processes.	0 (2018)	7 CSOs supported to influence county planning, budgeting and response to COVID-19 pandemic	Ongoing
	100 women and youth entrepreneurs in target counties linked to trade finance and	0 (2018)	59 women and 30 youth reached through buyer-seller forums	Ongoing

	markets opportunities.			
	25 women benefiting from company policies and initiatives stemming from WEPs.	0 new beneficiaries	32 companies have signed WEPs. That is, an additional 2 companies in 2020. These are Bamburi and Coca Cola	Ongoing

The programme supported finalization of the MSME agribusiness training manual. Further, the programme supported 130 MSMEs (65 women-owned) to come together through a buyer-seller forum that linked them to private financial institutions (Equity Bank, Equity Foundation, ABSA, KCB); United SACCO; and Agricultural Finance Corporation (AFC).

The programme supported a mission to Tana River county to assess progress in implementation of the action plan for establishment of Tana River Youth Innovation and Empowerment Centre agreed in January 2021. The mission established and reinforced the commitment of Tana River County Government through its allocation of a budget of Kes 10 million towards establishment of the centre. This practice of government cost sharing will help with sustainability, as the County Government has further availed and is refurbishing the premises where the Centre will be housed. UNDP and Kenya School of Government (KSG), through the JDP, will provide the ICT equipment and furniture for the centre. Tana River learning Centre will be the second after Isiolo youth learning and Innovation centre which is operational.

The programme supported CoG to finalise a simplified bidders' handbook for AGPO. This handbook will be disseminated for awareness creation to expand uptake of AGPO by women-led MSMEs and youth enterprises.

III. Knowledge Management

The Joint Programme adopted a strategic approach to knowledge management to aid continuous learning and knowledge sharing.

Output	Knowledge Product	Author	Link (location)
COVID-19 Output 4	COVID-19 Documentary	County Assemblies Forum	https://www.youtube.com/watch?v=B1g5SiArc8s
COVID-19 Output 3	UN Volunteer Health workers support Kenya's COVID-19 response	UNDP	https://euro3.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DDH83BsOLp4o&data=04%7C01%7Cjames.wagala%4oundp.org%7C05cb05f06c2f4227b4f708d8fb2e0205%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637535522324204240%7CUnknown%7CTWFpbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6Ikh1aWwiLCJXVCi6Mno%3D%7C1000&sdata=6VaBhwna6Qvq1xDfo6xGBr6VPCaL8pAz9zC4PdUgBeo%3D&reserved=0
Output 1.3.3	Gender Responsive CBEF Training Tool	CRA	Available on request - James.Katule@cra.go.ke
	Gender responsive Revenue Assessment tool	CRA	Available on request - James.Katule@cra.go.ke
	COVID-19 Gender Responsive Checklist for County Legislatures	SOCATT	Available on request – karwithaimunde@gmail.com ; edith.imunde@socattkenya.org

IV. Risks and Issues

Below is the programme's risk matrix. The highlighted risks were updated during the reporting period.

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures/ Mitigation Management Responses	Owner	Status as of March 31, 2021
1	Overlapping mandates of institutions to support devolution.	Sept. 2018	political/ strategic	P=2 I=3	<ul style="list-style-type: none"> Joint Programme engaged the state and other stakeholders with a view to ensuring transformative implementation of devolution in line with the Constitution of Kenya 2010. Joint Programme's capacity development interventions at both national and county levels strengthened devolution institutions and legal frameworks. 	National/ county gov.	<ul style="list-style-type: none"> This was monitored with CoG and MoDA. No instances of overlap that affected the programme were reported in the period. However, it is noted that in some sectors (e.g. health, agriculture) there remain some challenges. The programme supports an interface and cascading of national to county level of policy development and implementation (e.g. DRM, youth, gender, public participation, audit, etc.) which helps clarify mandates as well as strengthening devolution institutions and legal frameworks.
2	Weak collaborative mechanisms between key players on devolution, incl. programming duplication by UN Agencies, Development Partners, GoK entities.	Sept. 2018	political/ strategic	P=2 I=3	<ul style="list-style-type: none"> UN level: To be monitored through the UN Devolution Working Group and UNCT. DP & GoK level: To be monitored through the Devolution Donor Working Group (DDWG) and Devolution Sector Working Group. Joint Programme facilitated frequent round table consultative forums among the players. 	UNDP UNICEF UN Women (via Sector/DP Groups)	<ul style="list-style-type: none"> The programme has continued to participate in the DDWG and UNDWG to promote collaboration and prevent duplication. DSWG was revived and a programme coordinator recruited by MoDA to support.
3	Poor cooperation between leaders (incl. Executive-Assembly) hampers implementation.	Sept. 2018	political/ strategic	P=4 I=4	<ul style="list-style-type: none"> Joint Programme engaged GoK stakeholders state and development partners in marshalling political support to fully implement devolution. JDP worked with county executives and county 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> There remains very good support for devolution from county executives, county assemblies and national government stakeholders. The relationship between county executives and county assemblies has improved. The programme supported

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures/ Mitigation Management Responses	Owner	Status as of March 31, 2021
					<p>assemblies of Samburu County to improve working relationship between the two arms of the county government. The Samburu County Assembly and County executive identified solution to bottlenecks to budget implementation⁹.</p> <ul style="list-style-type: none"> The UN agencies continued to leverage own existing partnerships to strengthen dialogue 		<p>this by incorporating county assemblies directly in programming and through CAF when programming with the executive and county public service.</p>
4	Inter-County, Intra-County, Cross-Border disputes (incl. natural resources and county boundaries).	Sept. 2018	political/strategic	P=3 I=3	<ul style="list-style-type: none"> Joint Programme engaged with relevant actors to assess risk and where needed support appropriate dispute resolution mechanisms at both national and county levels. Joint programme supported establishment of FCDC regional bloc. 	UNDP UNICEF UN Women (via DDWG, Conflict Groups)	<ul style="list-style-type: none"> There have been numerous instances of intra-county and cross-border disputes in target counties. This risk has not notably affected programming, but this requires attention from the county governments and diverts time and human resources to issues of peace and security vs. development. The programme has supported enactment of legislation to actualize the FCDC regional bloc which will be a focal point on peace and security and is already developing a peace and security bill for all its members.
5	Beneficiary institution capacity implementation limitations, incl. for peer learning.	Sept. 2018	operational/institutional	P=2 I=3	<ul style="list-style-type: none"> Assessed through monitoring and evaluation as per M&E frameworks and addressed at DDWG and DSWG. Capacity support for peer-learning institutions e.g. KSG, CoG/Maarifa Centre considered. 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> A county M&E diagnostic was undertaken. These noted M&E limitations and informed interventions to strengthen M&E capacity of counties. CRA, MED, KSG, CoG and CAF have been undertaking capacity building of

⁹ Delayed disbursement of resources from the National; County doesn't submit complete documents; Poor follow up and coordination;

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures/ Mitigation Management Responses	Owner	Status as of March 31, 2021
							<p>county governments on OSR, audit, M&E, planning and budgeting and utilizing peer to peer learning.</p> <ul style="list-style-type: none"> • More engagement with CoG's Maarifa Centre is needed.
6	Joint programme scope too broad and/or creeps.	Sept. 2018	operational/institutional	P=3 I=3	<ul style="list-style-type: none"> • PSC used objective criteria to determine limits to geographic and sectoral/sub-sectoral programme scope. 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> • The programme's scope remains limited to 14 counties as selected in the Prodoc using the objective criteria. Requests from other institutions for support are referred to work with existing established partners (e.g. CoG).
7	National to county financial transfer reductions impact county ability to implement joint programme.	Sept. 2018	operational/institutional	P=2 I=2	<ul style="list-style-type: none"> • Ongoing monitoring of national debt and potential impact on national to county financial transfers; consultation with Commission on Revenue Allocation. 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> • This risk did not materialize during the quarter.
8	Weak transparency and accountability for use of programme resources.	Sept. 2018	operational/institutional	P=4 I=4	<ul style="list-style-type: none"> • Ongoing M&E; Spot Audits; procurement via DEX as needed; strengthen county procurement and PFM capacity; upfront initial visits/training to lps/recipients re. fiduciary risks and controls. Use of UN Agency's common HACT approach. Regular UN audit process used. 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> • HACT assessments undertaken for all programme responsible partners and implementing partners and HACT spot checks are performed on select partners by an outside firm (e.g. PwC) • RPs and IPs trained on HACT to enhance financial reporting. • Programme holds monthly technical meeting to review progress on the use of programme resources.
9	Program design doesn't prove feasible (not flexible, fit for purpose, results not being realized, etc.).	Sept. 2018	operational/institutional	P=2 I=3	<ul style="list-style-type: none"> • Ongoing M&E; peer review via DDWG and DSWG; PSC to receive mid-term evaluation. Create off-ramps. 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> • The programme remained agile and responsive to developments affecting the devolution sector. • Monthly internal programme meetings were held with the three Agencies to discuss progress towards results and evolving partner needs and context.

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures/ Mitigation Management Responses	Owner	Status as of March 31, 2021
10	Inadequate funding for the project.	Sept. 2018	funding	P=3 I=3	<ul style="list-style-type: none"> Joint Programme will work with national and county governments to expand resource mobilization base and work with development partners to ensure that resources mobilized are used prudently for intended results. Phased approach to implementation utilized, esp. in first year. The programme initiated negotiations with FCDO and other DPs for additional resources. 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> Additional funding expected from FCDO did not come through. The programme is considering innovative means for additional financing. The programme has developed a tool for tracking and reporting government counterpart funding.
11	Gender equality and women empowerment issues receive less attention in policy, planning and budgeting.	Sept. 2018	operational/ funding	P=4 I=4	<ul style="list-style-type: none"> Joint programme to emphasize GEWE capacity, and resource allocation Gender advisor to support all programme to support full integration of GEWE issues 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> An assessment of the level of participation of women in programme supported activities was done which showed a low rate and this is being proactively addressed with partners.
12	General Elections 2022 and the ongoing Building Bridges Initiative (BBI) led call for referendum to amend the Constitution of Kenya 2010	Sept. 2018	political/ strategic	P=5 I=4	<ul style="list-style-type: none"> As election approaches, a set of project guidelines (re. elections risk) will be developed and circulated. The project will identify and attempt to primarily target government officers who will remain in their positions after the 2022 election (not incl. MCAs targeted for training). Timing: Approx. six months before election implementing partners will be distracted by the election. The project will use this 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> The programme monitored development around the BBI-led call for a referendum and will engage technical level officials with a higher likelihood not to be affected by regime changes arising out of electoral processes.

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures/ Mitigation Management Responses	Owner	Status as of March 31, 2021
					<p>period to focus on: gathering/sharing lessons learned; conduct monitoring and evaluation activities; spending will be reduced during this period.</p> <ul style="list-style-type: none"> The project ensured that project activities and equipment are not used, or perceived to be used, for political gains. 		
13	Environmental/ climate-related shocks that affect county resources	March 2019	Environmental	P=2 I=3	<ul style="list-style-type: none"> Joint Programme continuously monitored environmental climate-related risks and engage with relevant actors to support counties undertake contingency and risk mitigation measures. 	UNDP UNICEF UN Women	<ul style="list-style-type: none"> The programme supported target counties to develop climate change and climate change adaptation policies.

V. Targeting, Sustainability, Strengthening National Capacities and South-South Triangular Cooperation

6.1 Targeting

Target groups	Needs addressed	Evidence
National and county government social sector planning and economic officers	<ul style="list-style-type: none"> – Evidence/data generation – Training on social sector sensitive planning and budget 	<ul style="list-style-type: none"> ▪ 47 county budget briefs produced. ▪ 47 county poverty profiles produced ▪ Training of social sector planning and economic officer in all 47 counties in 8 clusters. ▪ SOCATT tool mentioned above
Intergovernmental agencies (OCOB, CRA, IGRTC, MoDA)	Automation of the OCOB budget reporting system	<ul style="list-style-type: none"> ▪ Controller of Budget Management Information System (COBMIS) to help in automation of MDAs and county quarterly budget implementation reporting system being finalised.
	Identification and strengthening of county OSR	<ul style="list-style-type: none"> ▪ Assessment of county OSR finalized to inform identification and development of OSR streams ▪ CRA 2 tools mentioned above ▪ All OSR streams correctly mapped and coded in the revised standard chart of account
	Policy dialogues on devolution	<ul style="list-style-type: none"> ▪ Policy dialogue publication produced. The publication will inform debate on devolved governance in Kenya and provide reference material for policy makers, implementers and academia.
	Development of national policy on devolution	<ul style="list-style-type: none"> ▪ The policy will provide overall guidance on implementation of devolved system of government in Kenya.
Women, youth, PWDs at county level	Meaningful participation in county budgeting and planning processes	<ul style="list-style-type: none"> ▪ CBEFs have representation of women, youth, PWDs as required by the law.
Civil society	Strengthen voice in local and county governance	<ul style="list-style-type: none"> ▪ County response to COVID-19 GBV issues enhanced.

6.2 Sustainability

Results achieved	Sustainability
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Collaboration with other development partners working in the devolution areas e.g. under the devolution and PFM working groups	Collaboration with other programs working in the devolution space support sustainability and sustain change in the development cooperation sector.
TA to both National Treasury, County Assembly Forum and CoG	The sustainability of the efforts under Joint Devolution Programme strengthened by providing TA and capacity building. These efforts have built the requisite capacity in targeted partner institutions. This support also developed tools and frameworks that can feed into nationally acceptable processes.
Gender responsive budgeting institutionalized in national and county budgeting processes	Development and institutionalizing the training tools on GRB in OCOB SOCATT, and CRA in progress.
Use of national government partners to implement the programme	Capacity created remains within government e.g. MED leading capacity building on M&E, capacity building on PCs done by Ministry of Public Service, OSR capacity building by CRA etc.
MoU signed between Ministry of Labour & Social Protection and Kenya Social of Government for trainings on social and child protection programming	Institutionalizing of training of government personnel for social protection, and child protection programming both of which include gender perspectives
Targeting of middle and high-level leadership in government institutions	These cadres do not get affected by regime changes brought about by electoral processes. This will ensure continuity in case of elections or referenda.
Government cost sharing sustained at the 10% level prescribed by PFMA	Government investment in programme interventions ensured ownership in the programme.

6.3 Strengthening National Capacities

Results achieved	Institution	National capacity strengthened
Automation of the budget reporting systems.	OCOB	MDAs and County government quarterly budget implementation reporting system.
Monitoring and Evaluation Dashboards.	State Department for Planning, TNT	MDAs and County government National and County Integrated Monitoring and Evaluation System strengthened.
Gender mainstreaming guideline in revenue administration.	CRA	Incorporation of gender in training of CBEFs CRA staff capacity on GRB strengthened.
Citizens and key stakeholders engaged in county planning, budgeting, monitoring, evaluation and reporting processes.	CRA	47 counties governments establish CBEFS.

Improved county visibility and transparency due to accurate and results-based reporting.	MED, State Department for Planning, TNT	National and county governments M&E (E-NIMES) reporting system.
Enhanced county government transparency.	CoG, CRA	Open Budget Index Initiative (for National and County government publication of planning and budgeting documents).
Enhanced tracking of expenditures and utilization of resources allocated for social sectors.	Social Governance Department, TNT	Social Intelligence Reporting (SIR) tools.
Faster disbursement and utilization of resources allocated to counties.	TNT	SCOA
Improved tracking of and reporting on budget utilization by counties.	OCOB	Automation of the budget reporting system.
Mapping of counties for disbursement of equalization fund.	CRA	Online system for revenue and expenditure database with equalization fund project GIS-enabled site
Strengthened county governments for effective and accountable service delivery.	County governments	Public finance management systems Public participation structures, including engagement with CSOs County Integrated M&E systems, including e-CIMES Performance contracting and performance appraisal systems Policies and legal frameworks for devolution
Alternative Dispute Resolution policy developed.	MODA	Strengthened resolution of intra and inter-county conflicts
Enhanced county OSR capacity	CRA, County governments	Counties trained and assessed on OSR, action plans developed to address OSR capacity and develop OSR streams (TADAT and KESRA assessments)

VI. Coordination and Partnerships

During the reporting period, the Programme Implementation Unit (PIU) coordinated programme implementation and reporting.

Through the support of the PIU, PUNOs, IPs and RPs aligned their interventions to national and county plans as outlined in various policy documents, including the Kenya Vision 2030, Third Medium Term Plan (MTP III), Big Four Agenda, 2018-22 and CIDPs. This strengthened extensive consultation and collaboration between key stakeholders, thereby reducing potential for duplication of activities.

UN agencies led in various policy dialogue platforms to enhance visibility of the programme. For example, UNDP participated in the DDWG, thereby enhancing the programme coordination with other DPs like World Bank, USAID and Denmark Programmes. UN Women acted as the Secretariat for the Gender Working Group while UNICEF chaired the Public Finance Development Partners Group (PFM DPG). These efforts enhanced coordination with key JDP partners.

PUNOs held regular technical coordination meetings during the reporting period to review progress, identify and resolve any issues around implementation of the programme.

VII. Lessons Learned and Recommendations

- Working with national government partners extended the reach of initiatives to beyond the 14 programme counties without additional cost. This will enhance the long-term sustainability of programme results.
- Collaboration between the three UN agencies has enhanced achievements of solutions for counties challenges as they tap into their organizational strengths and mandates and partnerships with stakeholders including the government partners.
- Programme counties are heterogenous in their levels of development and adoption of various devolution related frameworks. This calls for tailor-made, demand-driven approaches for sustainably introducing and institutionalizing PMS, PFM, M&E, KM and public participation structures and systems.
- Top leadership buy-in and goodwill are pre-requisites for implementation of PMS and M&E systems. There is therefore need for continuous, targeted sensitization of county leadership to champion PMS and M&E.
- With the advent of COVID-19 containment measures including travel and meeting restrictions, there is need to embrace a mix of methods for county/public engagement. These may include remote monitoring, joint activity design and implementation, joint evaluations and strengthening digital solutions for business continuity.

VIII. Financial Report

FINANCIAL REPORT FOR THE QUARTER ENDED MARCH 31, 2021
UNDP-UNICEF-UN WOMEN JOINT DEVOLUTION PROGRAMME
UNDP PROJECT NUMBER: 00117973

OUTCOME 1: By 2022 people in Kenya access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable.

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.

Project Outputs	Indicative Activities	Budget (USD)	Actual (USD)	Variance (USD)	% Delivery
OUTPUT 1.1.1. National and county governments have strengthened inter and intra-governmental structures.	Activity 1.1.1.1: Establish mechanisms for inter- and intra-county partnership and collaboration between county governments, county assemblies and county executives Activity 1.1.1.2. Provide technical and county assemblies and the Senate for effective oversight and accountability	251,856	928	250,928	0.37%
OUTPUT 1.1.2 Governments have harmonized governance policy, legal and institutional frameworks to support devolution	Activity 1.1.2.1: Provide technical and financial support to develop, review and harmonize devolved governance's policy and legal frameworks including Regional Economic Blocks. 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. Activity 1.1.2.3: Undertake a National State of County Capacities for Delivering on Devolved Environmental Survey	477,648	20,728	456,920	4.34%
OUTPUT 1.1.3. Improved county capacities for effective implementation of child protection services and GBV.	Activity 1.1.3.1. Enhance county capacities for effective implementation of GBV and child protection frameworks	197,001	0.00	197,001	0.00%

OUTPUT 1.2.1. County capacities strengthened for equitable and inclusive budgeting.	Activity 1.2.1.1: Strengthen capacity of counties to align budgets with CIDP priorities. Activity 1.2.1.2: Support capacity building on Inclusive budgeting including HRBA, GBV, Child friendly budgeting. Activity 1.2.1.4: Support establishment and strengthening of CBEFs.	561,234	10,362	550,872	1.85%
OUTPUT 1.2.2 County capacities improved for revenue projection, generation, collection and reporting	Activity 1.2.2.1. Support mapping of existing revenue streams and collection mechanism. Activity 1.2.2.2: Support counties to identify, automate and generate revenue from new revenue streams.	166,000	0	166,000	0.00%
OUTPUT 1.3.1 Counties have strengthened M&E, planning and service delivery mechanisms.	Activity 1.3.1.1: Support to counties for PMS/PCs and automated reporting dashboards for CIDPs. Activity 1.3.2.1: Support inclusive and responsive planning at county level (ADP, CIDP, Sector Plans). Activity 1.3.2.2: Upscaling technical and financial support to counties in the County Spatial Planning area targeting counties in finalizing and implementing CSPs	265,725	16,862	248,863	6.35%
OUTPUT 1.3.2. National and County governments have strengthened monitoring, evaluation, reporting systems	Activity 1.3.2.1. Strengthen county M&E capacity for tracking and reporting on CIDPs, SDGs targets and alignment with NIMES.	184,810	8,257.27	176,553	4.47%
OUTPUT 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.	Activity 1.3.3.1: 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.	260,346	0	260,346	0.00%

OUTPUT 1.3.4 National and County governments have strengthened capacity for risk-informed development planning and budgeting	Activity 1.3.4.1: Strengthen county capacity for risk assessment, hazard mapping. Activity 1.3.4.2: Strengthen county capacity for contingency planning and risk informed ADPs aligned to national emergency and resilience policies and strategic plans. 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	276,444	0	276,444	0.00%
OUTPUT 1.4.1. County governments have established public participation policy, legislation and frameworks.	Activity 1.4.1.1: Support county level modelling of alternative care system through enhanced community participation and engagement.	120,000	0	120,000	0.00%
OUTPUT 1.4.2. County governments have established and operationalized inclusive citizen engagement and accountability mechanisms	Activity 1.4.2.1: Strengthen capacity of citizens to track project implementation and reporting	240,000	0.00	240,000	0.00%
OUTPUT 1.4.3. Increased capacity of CSOs to engage county governments on planning, budgeting and service delivery	Activity 1.4.3.1: Strengthen citizen participation in county planning and budgeting through engagement between CSOs and County governments	213,623	4,343	209,280	2.03%
Subtotal All Outputs		3,214,687	61,480	3,153,207	1.91%
Programme management and coordination		884,259	172,808	711,451	19.54%
TOTAL		4,098,946	311,288	3,787,658	7.59%

IX. Monitoring and Evaluation

Monitoring and Evaluation Activity	Key Outcome/Observation	Recommendation	Action Taken
CIMES capacity diagnostic assessment of 6 counties	Counties are not aware of various projects being supported by UNDP. Counties have not developed an M&E policy, has not developed an indicator handbook, and have a newly created M&E Unit. Uncoordinated approach to supporting counties, especially led by national government partners of JDP.	<ul style="list-style-type: none"> ▪ Sensitization of programme counties on JDP and its implementation modalities. ▪ Strengthen alignment of the M&E Unit and GDU in tracking and reporting on results and projects. 	<ul style="list-style-type: none"> ▪ Roll out the action plans for county M&E/CIMES capacity building.
PMS preparedness evaluation and scoping mission to Tana River county	UNDP and KSG evaluated the preparedness of the county for the Youth learning centre. Findings – well prepared with a GoK allocation of Kes 10million and premises for the centre	<ul style="list-style-type: none"> ▪ The planned support to be rolled out 	<ul style="list-style-type: none"> ▪ Implementation of the AWP has commenced
M&E Visit to Isiolo County on PMS	The mission observed improved skills in PC implementation following the trainings that have been taking place. During the mission, PCs for the county's eight sectors that constitute the executive arm of the County Government were vetted and signed. PC process has entrenched a culture of performance and accountability in the County.	<ul style="list-style-type: none"> ▪ Follow-up with the county for end of PC evaluation 	<ul style="list-style-type: none"> ▪ Support for end of PC evaluation

Annex I – Photo Gallery



Makueni County Governor, HE Kivutha Kibwana, with officials from CoG, UNDP and the county during the peer-to-peer learning in the County.



Mothers waiting to be served at Basil Health Centre, Kajiado County. Health services have improved significantly with devolution