



**Integrated Support Project to the Devolution Process in Kenya and
Strengthened Devolved Governance in the FCDC Counties**
Project Numbers: 00083473 & 00112294
2019 Annual Report



Youth holding a banner during the DRR Symposium

**Project
Summary**

Country: Kenya
Project Duration: 2014-2019
Budgeted amount for both projects in 2019: US\$ 5,429,150.00
Expenditure for both projects in 2019: US\$ 5,071,217.00
Delivery rate: 93%

Donor	Amount budgeted in USD \$
Norway	1,341,024.00
DFID	3,190,790.00
Sweden	531,132.00
UNDP	366,204.00
Total	5,429,150.00

Contact Person:

Dan Juma

Team Leader Governance and Inclusive Growth Unit

Tel. +254207624449

Email: dan.juma@undp.org

Mary Njoroge

Project Manager

Integrated UNDP Support Programme to the Devolution Process in Kenya

Tel. +254207624441

Email: mary.njoroge@undp.org

Implementing Partner: Ministry of Devolution and ASALs

Responsible Parties: Council of Governors, Intergovernmental Budget and Economic Council, Commission for Revenue Allocation, Kenya School of Government, and 27 county governments: Bungoma, Busia, Elgeyo Marakwet, Embu, Garissa, Homa Bay, Isiolo, Kajiado, Kericho, Kilifi, Kirinyaga, Kisumu, Kitui, Kwale, Laikipia, Lamu, Mandera, Marsabit, Nakuru, Narok, Nyeri, Samburu, Taita Taveta, Tana River, Turkana, Vihiga and Wajir

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Acronyms

ADP	Annual Development Plans
AGPO	Access to Government Procurement Opportunities
AHADI	Agile Harmonised Assistance for Devolved Institutions
ASAL	Arid and Semi-Arid Lands
AWP	Annual Work Plans
CAF	County Assemblies Forum
CBEF	County Budget and Economic Forum
CCA	Climate Change Adaptation
CCCIC	Citizen Complaints, Compliments and Information Centre
CECs	County Executive Committees
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
COs	Chief Officers
CoG	Council of Governors
CPD	Country Programme Document
CPMF	County Performance Management Framework
CRA	Commission on Revenue Allocation
CSOs	Civil Society Organisations
CSP	County Spatial Plans
DaO	Delivering as One
DDWG	Devolution Donor Working Group
DfID	Department for International Development
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DSWG	Devolution Sector Working Group
EDE	Ending Drought Emergencies
ETE	End Term Evaluation
FaO	Food Agriculture Programme
FCDC	Frontier Counties Development Council
F/Y	Financial Year
GBV	Gender Based Violence
GEWE	Gender Equality and Women Empowerment
GoK	Government of Kenya
GIS	Geographical Information Systems
GIZ	Gesellschaft für Internationale Zusammenarbeit (German Development Agency)
GRB	Gender Responsive Budgeting
HACT	Harmonised Approach to Cash Transfer
IBEC	Intergovernmental Budget and Economic Council
IBP	International Budget Partnerships
IGRTC	Intergovernmental Relations Technical Committee
JKP	Jumuiya ya Kaunti za Pwani
KDSP	Kenya Devolution Support Programme
KENWOG	Kenya Network of Women Governors

KIHBS	Kenya Integrated Household Budget Survey
KLRC	Kenya Law Reform Commission
KNBS	Kenya National Bureau of Statistics
KSG	Kenya School of Government
LREB	Lake Region Economic Bloc
M&E	Monitoring and Evaluation
MCA	Member of County Assembly
MED	Monitoring and Evaluation Directorate
MDGs	Millennium Development Goals
MoDP/MoDA	Formerly Ministry of Devolution and Planning now Ministry of Devolution and ASAL
MTP III	Third Medium Term Plan (Vision 2030)
NCBF	National Capacity Building Framework
NCCAP	National Climate Change Action Plan
NDMA	National Drought Management Authority
NDOC	National Disaster Operations Centre
NHIF	National Hospital Insurance Fund
NIMES	National Integrated Monitoring and Evaluation System
NPBM	National Performance and Benefit Measurement System
NOREB	North Rift Economic Block
NPMF	National Performance Management Framework
NSS	National Statistical System
OCOB	Office of Controller of Budget
OSR	Own Source Revenue
PFM	Public Finance Management
PMS	Performance Management System
PSC	Project Steering Committee
PWDs	Persons with Disabilities
RC	Resident Coordinator
RCO	Resident Coordinator's Office
SCOA	Standard Chart of Accounts
SDGs	Sustainable Development Goals
SDoP	State Department of Planning
SEKEB	South Eastern Kenya Economic Bloc
ToT	Trainer of Trainers
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDWG	UN Devolution Working Group
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNVs	United Nations Volunteers
USAID	United States Agency for International Development
WEPs	Women Economic Principles
WFP	World Food Programme

Executive Summary

Project Context

The system of devolved government has progressively transformed citizen engagement in governance and public affairs in Kenya since the establishment of county governments in 2013. Devolution has not only made the 47 county governments the locus of self-governance, economic development and service delivery, but it has also reshaped resource allocation and utilization to meet the needs and priorities of local communities and to ensure equitable sharing of national resources throughout Kenya. This report presents results of the interventions by UNDP under the Strengthening Devolved Governance in Kenya project for the year 2019. It also briefly reports on the Integrated Support Programme to the Devolution Process in Kenya (2014-2018) whose implementation operationally ended in March 2019.

Both projects are aligned to the national and county development priorities as articulated in Kenya's Vision 2030 and the Medium-Term Plan III and County Integrated Development Plans (CIDPs) and has contributed significantly to the accelerated realization of development goals in the past year. The programme targets areas are: strengthening resilience to enable counties to better respond to climate related disasters and crises; mainstreaming of climate and disaster resilience into planning and resource allocation; improved service delivery through improvement of Performance Management Systems (PMS) and Public Financial Management (PFM); stronger inter-county collaboration through regional economic blocs. The county capacity support programme is built on foundations of inclusive and accountable governance, together with a strong focus towards meeting the needs of vulnerable groups to ensure that no one is left behind.

The project outputs are further aligned to the United Nations Development Assistance Framework (UNDAF) and the UNDP Country Programme Document (CPD) planning frameworks: a) national and county governments have strengthened capacities for formulation and implementation of policy, legal, and institutional frameworks and mechanisms for coordinated, inclusive and effective service delivery at devolved level; b) performance management, Monitoring & Evaluation (M&E), data management systems established and functioning in the counties; c) strengthened county-level planning & PFM systems; d) strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources; e) Regional Economic Blocs (REB) development. During the implementation of activities in support of the above, in 2019 the programme contributed to enhanced capacity of county governments through training of over two thousand devolution stakeholders. The total number of stakeholders trained by topic, gender, and programme year is listed on page 22.

In the year under review, the project also strengthened the capacity of the 47 county governments to discharge their responsibilities in relation to climate change adaptation and mitigation and environmental governance as well as disaster risk reduction and management. Strategic interventions in this area included strengthening county capacities for disaster preparedness and responsiveness and environmental and climate change responsive budgeting to enable county governments to reduce the strain on development budgets and local revenues occasioned by cyclic disasters. The project also enhanced the capacity of county governments to utilize better planning systems by using Geographic Information Systems (GIS) based County Spatial Plans (CSP).

This report also covers activities undertaken by UN Women in gender mainstreaming policies, the development of gender action plan for the Kenya Network of Women Governors (KENWOG) and support in capacity strengthening for women's caucuses.

Main Achievements:

The programme achieved notable results over the year, including: strengthened institutional and human capacity at the national and county levels; assisted in the development of policies and legislation development; county performance management improvement; enhanced citizen engagement; improved coordination within and between governments; strengthened county capacity to address gender and environmental issues; mainstreaming of cross-cutting themes to enhance service delivery.

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

The devolved system of government established by the Constitution of Kenya (2010) required county governments to develop their own laws and policies to facilitate the rolling out of devolved structures. The UNDP devolution project, in collaboration with national government institutions, has been supporting county governments with legislation and policy formulation and related capacity development towards implementation of devolution. This has helped to prevent backwards slippage on government commitments and adherence to national standards.

Strengthened County Capacities for Climate Change, Environment and Disaster Risk Governance:

The emergence of climate change as a major development challenge in Kenya calls for legislative and policy development integrate climate change and disaster sensitivity. Project training and programme support for legislative and policy development in this sector has provided a foundation for county governments to commit a percentage of their budgets to Disaster Risk Reduction/Disaster Risk Management (DRR/DRM) thus improving disaster preparedness and minimizing the adverse effects of disasters on development plans and budgets. The strengthened capacities for disaster risk reduction, climate change adaptation and environmental governance in the 47 counties will help county governments reduce the strain on development budgets and local revenues occasioned by cyclic disasters.

To strengthen the capacity of counties for environmental governance and climate change action, the project facilitated training to enhance the capacity of County Executive Committee Members (CECM) from all the 47 counties. The training focused on policy and legislative frameworks, especially the Environmental Management and Coordination Act (EMCA) (Amended) 2015. This intervention further supported the operationalisation of the County Environmental Committees, a crucial institutional mechanism required by EMCA, but which remain inactive in most counties. The training also enhanced understanding on the roles of county governments and the National Environment Management Authority (NEMA) and the legal provisions outlined in the EMCA as amended in 2015 to devolve some environmental management functions. Further, the project supported counties to initiate County State of the Environment Assessments which will enable the committees to map out gaps and areas of focus. The enhanced capacities will enable the county government to better manage their environmental resources as well as streamline related revenue collection.

A key outcome of the training intervention was the identification of a roadmap for environmental intergovernmental relations. With programme technical assistance from UNDP, the Council of Governors (CoG) further prepared a detailed memorandum on key priorities and challenges in the natural resources management sector. This memorandum was submitted to the Principal Secretary, Ministry of Environment and Forestry in October 2019. The memorandum identifies critical opportunities for policy, legislative and capacity building support. Moving forward, the new UNDP-led Joint devolution programme will follow up on these issues some of which include Regulatory lapses in the environment sector.

Institutionalization of County Environment Management Committees (CEMCs): The Constitution and the Environmental Management and Coordination Act 2015 envisages a stronger role of counties in environmental management through the County Environment Management Committees. To ensure required technical capacity to operationalise the environmental committees,¹ the project facilitated training of all 47 County Directors, and relevant county assembly staff. As a result, several counties have initiated assessments that will culminate in their individual County State of the Environment reports. This assessment will enable the committees to map out gaps and areas of focus, that will be integrated in the County Environment Action Plans which will guide the operations of the CEMCs. With the enhanced capacities, county governments are enabled to better manage their environmental resources as well as streamline related revenue collection. In order to address these issues, the programme worked with NEMA to conduct training for the CEMCs from 18 of the 47 counties (84 females; 42 males)² These trainings were undertaken in three cohorts, each bringing together 10 members of the CEMCs from 6 counties. A key outcome of the training is improved knowledge and capacity of county officials in relation to performing their roles and mandates as enshrined under the Environmental Management and Coordination Act 2015.

The technical assistance by the programme resulted in the preparation of a draft Guideline on Institutionalization of the CEMCs. This guideline is only now awaiting validation before gazettelement by both NEMA and CoG. Further, following the training of the CEMCs, each of the County Committees prepared detailed action plans with commitments for environmental management that are to form a basis for sustained support to the counties on environmental management.

Strengthened risk informed and resilient development planning and policy formulation: The project supported the development of climate and disaster hazard profiles in two counties (Isiolo, Samburu). In addition, 8³ counties updated their hazard profiles previously developed to include new and emerging information and risks. The hazard profiles identify risks and vulnerabilities that the counties are exposed to and are therefore able to mainstream mitigation and adaptation measures into their development plans. The development of the hazard profiles utilised a participatory process, involving 81 county staff and communities (21 females; 60 males). Three counties (Isiolo, Samburu, Kilifi) reviewed their DRM policies to incorporate findings and information from the hazard profiles and to align these to the National DRM Policy, the National Disaster Risk Reduction Action Plan and the Sendai Framework for Disaster Risk Reduction (DRR). The county DRM policies aim to strengthen existing DRR structures and systems to ensure counties do not need to divert development funds for disaster response. The policies

¹ Over 33 counties have gazetted these committees.

² Kilifi, Kakamega, Uasin Gishu, Isiolo, Turkana, Meru, Machakos, Elgeyo Marakwet, Murang'a, Bungoma, Kitui, Tana River, Nakuru, Kwale, Busia, Wajir, Siaya, Taita Taveta.

³ Turkana, Marsabit, Baringo, Laikipia, Garissa, Tana River, Kilifi and Kwale.

will inform the development of the County Disaster Risk Management Act and the County DRM Strategic/Contingency Plans consistent with the second-generation County Integrated Development Plans (CIDPs) and in line with the approved DRM policy.

The project enabled sharing of DRM knowledge and information through the 7th Annual National Symposium. The Symposium which was held back to back with the International Day for Disaster Risk Reduction which is celebrated every 13 day of October was attended by experts and professionals drawn from national and county governments, UN Agencies, civil society and academia. The symposium provided a platform for policy makers, practitioners and the academia to share knowledge and experiences from the different spheres. During the Symposium areas of action to enhance disaster risk reduction in the country were identified. These included: i) the need for a Critical Infrastructure Policy for the country; ii) need for continued technical support in the development of DRM policies and budgeting for resilient development planning; iii) need to identify DRR champions at the county level to boost advocacy for DRR. The symposium recommended that hazard profiling be undertaken for all the 23 Arid and Semi-Arid Land (ASAL) counties to support legislation and development planning. To enhance community participation in DRM issues, the symposium was complemented by a public event to commemorate the International Day for Disaster Reduction where issues coming out of the symposium were highlighted to the public. These two activities were conducted in partnership with the national government, the county government of Isiolo, and DRR stakeholders in the country, including UN Agencies, NGOs and academia.

As a result of the project support on DRM, county governments have now started to allocate own revenue for disaster preparedness, response and recovery in their budgets.

County Spatial Planning Support: Mainstreaming climate change requires careful planning backed up by accurate data. In recognition of this, the County Government Act of 2012 stipulated that county governments must prepare a ten-year spatial plan using a Geographic Information System (GIS) data base. The spatial plans should inform the development of the County Integrated Development Plan (CIDP). With project support, the Makueni County finalised and approved its spatial plan. This was enabled through capacity building and training for the MCAs and Makueni County Government officials and policy makers. Makueni County therefore became the second county in Kenya after Lamu to have an approved County Spatial Plan.

Joint UNDP-UN HABITAT Training on the Application of Geographical Information Systems (GIS) for County Spatial Planning in Kenya: To ensure a uniform and standardized approach to the implementation of GIS input and usage in County Spatial Plans, the programme worked with UN Habitat to train 65 county staff (12 females; 53 males) from 42 counties in the technical aspects of GIS.

In-County Support for County Environment Committees (CECs) from 18 Counties: During the reporting period, CECs from a total of 18 counties were sensitized and their capacity strengthened in relation to their roles and mandates as enshrined under the Environmental Management and Coordination Act 2015. Counties that attended the training included: Kilifi, Kakamega, Uasin Gishu, Isiolo, Turkana, Meru, Machakos, Elgeyo Marakwet, Muranga, Bungoma, Kitui, Tana River, Nakuru, Kwale, Busia, Wajir, Siaya and Taita Taveta. Collaboration between NEMA and CoG was strengthened leading to improved working relations, as a key precursor to unlocking the discourse on environmental governance of Kenya's natural resources, between these two key levels of government. Some of the outcomes highlighted included:

- ✓ A Draft Guideline on Institutionalization of the County Environment Committee's has been produced and is awaiting validation before gazettelement by NEMA and the Council of Governors
- ✓ The County Environment Committee's prepared detailed action plans with commitments for environmental management, that are to form a basis for sustained support to the counties on environmental management.
- ✓ A detailed **Memorandum** on key priorities and challenges in the natural resources management sector was prepared by the Council of Governors and forwarded to the Principal Secretary, Ministry of Environment and Forestry. The memorandum identifies the following critical issues that need to be resolved, between the national and county levels of government.
 1. **Environmental Sector:** Compliance and Enforcement, where CoG has submitted 120 names of environmental officers that are yet to be gazetted by NEMA, request for clarity on the role of the CEC's in charge of environment as chair of the County Environment Committees; double licensing for waste management between the county and county government; weak collaboration between NEMA and Counties; Need for support by national government to counties to develop legislations on environment management.
 2. **Forestry Sub-Sector:** Need to resolve the issue of permits for movement of forest products for community and private land; request for transfer of tree nurseries to county governments as required by the Act; transition implementation plans challenges; benefit sharing of forestry resources between national and county governments.

In the reporting period, the first Kenyan Draft State of the Environment Report (Natural Resource Governance Report) was prepared and is awaiting validation, synthesis and publication. The report is comprehensive, and identifies critical ecosystems that require to be protected, through joint management ventures between and among counties, especially the emerging regional integration blocks. Some of the key outcome in the process, included establishment of the National State of Environment (SoE) (Natural Resource Governance Report) task force comprising of representatives from key agencies and departments handling various environmental matters. Recommendations of the Report included the need to finalize the SoE and all counties need to develop their own SoE.

Gender Mainstreaming Policies: Gender mainstreaming is an integral part of devolution planning and budgeting process. This therefore requires policies to guide the process and ensure inclusivity of women. The project, through UN Women, has supported initiatives towards realization of this result.

Gender Action Plan for Kenya Network of Women Governors (KENWOG): The project, through UN Women, supported the development of a Gender Action Plan (GAP) for KENWOG. The GAP (2019-2022) will facilitate KENWOG members to engage as 'one voice' on matters gender in order to influence policy and legislation at both national and county levels.

Capacity Strengthening for Women's Caucuses: The project, through UN Women, supported the training for members of women caucuses from the 47 counties comprising of Chairs and Secretaries of the County Executive Committee Members (CECMs), County Secretaries, County Attorneys, and Chief Officers. The training aimed at strengthening their capacity on matters of policy, legislation, and resource allocation; as well as sensitizing them on intergovernmental relations.

Enhancing Gender Audit and Policies: The project, through UN Women, supported the County Assemblies Forum (CAF) to carry out validation, publication and launch of Gender Audit Report, CAF Gender Policy, and a Gender Mainstreaming Training Curriculum for County Assemblies elected women MCAs.

An Integrated Service Delivery Framework Pilot Implemented in Select Counties: The UN strategic result areas and outcomes have been successfully integrated and aligned with the key sectors of the Turkana County Integrated Development Plan for 2018 to 2022. In the reporting period, the DaO office conducted a validation of the new generation framework for Turkana County and UN DaO initiative for integrated area-based programming. The final draft framework for the county and UN DaO 2019-2022 was validated and alignment with the new CIDP II and lead departments and UN agencies were identified.

Programme Management: In 2019, the UNDP conducted a NIM audit for the project through Deloitte and Touche for the year ended 31 December 2018 and achieved an unqualified summary. The project received additional funding from DfID for the period April-December 2019 amounting to UK Pounds 871,000.

Challenges and Mitigation Measures

The following is a summary of key challenges experienced in this reporting period:

1. GoK IPs have competing priorities between official GoK mandates and those that the project supports. There is need for constant communication in terms of project priorities and mode of implementation.
2. There are several devolution programmes that depend on the same implementing partners such as CoG and CRA. This sometimes led to delays in project implementation. Continuous dialogue with IPs on scheduling of activities proved helpful in mitigating this challenge.

Lessons Learnt and Way Forward:

The following is a summary of key lessons learnt in this reporting period; other lessons learnt are noted in the report.

- i. Better planning and prioritization of programme activities by government partners vis-à-vis their core mandate is needed, including timing and sequencing of programme activities with government partners moving forward.
- ii. Gender roundtables have provided platforms for meaningful engagement and participation of grassroots women and youth in governance matters as anticipated in the objects of devolution.

Finances:

As at 31st December 2019 both projects had a total budget of **US\$ 5,429,150.00** for the year. This amount was mainly from the Government of the United Kingdom (DfID) US\$ 3,190,790.00, Government of Norway US\$ 1,341,024.00, the Government of Sweden US\$ 531,132.00 and UNDPs contribution of US\$ 366,204.00. The expenditure for the period ending December 2019 for both projects stood at **US\$ 5,0712,17.00** giving a delivery rate of 93%.

1. Situational Background

The promises of devolution as enshrined in the 2010 Constitution have given many Kenyans newfound hope and optimism for the future of the country. Devolution is seen as the remedy that would transform the way the Kenyan government manages and governs its resources, as well as its engagement with the people. The environment for implementation of devolution has not been smooth due to various challenges experienced for the past five years. Issues of equitable distribution of resources, wider public participation, reduction of socio-economic disparities, national unity and integration, weak governance structure, lack of capacity and skills to deliver services, gender inequality and pervasive corruption among others are in the forefront.

While challenges remain, the gains of devolution are experienced at varying levels among counties within Kenya. Devolution has led to improved service delivery and the drafting of development plans that are more localized. Counties that were previously marginalized, including areas that were severely underdeveloped, are beginning to see dimensions of development. Increased public participation in the prioritization of key projects and better access to information on both policy and operational issues demonstrate the transformative impact of devolution in the counties.

Overall, Kenya has made significant progress in human development, as reflected in the improvement of its Human Development Index (HDI) from 0.572 in 2014 to 0.579 in 2019. However, the Global Gender Gap Report shows Kenya's Gender Development Index as 0.933, placing it among countries with medium to low gender equality. While Kenya remains on course implementing the devolved system of governance, serious challenges remain on issues of marginalisation, equity, accountability, and the environment. Also, the data on poverty, gender and children indicates that many counties remain near the bottom of the human development scale globally.

The first six years of devolution (2013-2019) under the new devolved system of governance allowed for the rapid and successful creation of the counties and decentralisation of key state organs and their functions and services from the national to sub-national levels. With devolution now well established and counties functioning, increasing attention must be paid to build the capacity to address social, accountability, and environmental issues at the county levels while recognising the need for national standards and the interdependent nature of national-county relations. Some counties have demonstrable unique strengths and resources that offer a potentially useful peer to peer learning and self-reliance.

In the year under review, the project strengthened the capacity of the 47 county governments to discharge their responsibilities in relation to climate change adaptation and mitigation and environmental governance as well as disaster risk reduction and management. Another key element of the project was the enhancement of county accountability and results using Performance Management Systems that utilize M&E and data management systems and staff performance contracting and performance appraisal processes. The project provided training and support in 2019 through training of over 600 county officials in this area. This intervention culminated into the signing of performance contracts in 7⁴ counties with and another 4⁵ counties making significant progress towards the same milestone.

⁴ Bungoma, Busia, Kajiado, Kilifi, Kwale, Marsabit, Turkana

⁵ Lamu, Mandera, Nakuru, Tana River

In respect of the persistent issues of accountability and transparency and the need to generate revenue being highlighted as a major concern for the sustainability of devolution, the programme strengthened county-level planning and Public Financial Management systems in 6 counties⁶ and 94 (78 males, 9 females) county officials were trained in this area during the year. The fiduciary county strengthening intervention also applied mentoring and coaching programmes to assist counties in strengthening internal audit, procurement and financial systems and processes of targeted county governments. The project also strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery; transparent and the accountable use of resources was also supported in 2019 through the development of public participation bills and policies as well as complementary civic education initiatives.

There is scope for supporting many counties to leverage economies of scale through Regional Economic Blocs (REB). These entities are increasingly recognized as an important mechanism for counties with similar interests to advance their developmental issues and for the economies of scale that they bring on service delivery. In 2019, the programme supported three REBs (Frontier Counties Development Council, Lake Region Economic Bloc, North Rift Economic Block) towards legal establishment, through training of county officials, drafting legislation and policies and supporting the development of operating principles and procedures for effective functioning. However, the inadequacies in legal and policy frameworks has hampered optimal utilization of this facility. UNDP will continue working with county governments and existing REBs to address these shortcomings.

⁶ Garissa, Isiolo, Lamu, Mandera, Tana River, Wajir

2. Progress Towards Development Results

2.1 Contribution to longer term results

Current CPD Outcomes:

Current CPD Outcome 1: By 2022, people in Kenya can access high quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced, accessible and accountable		
Summary of achievement against 2019 Annual Work Plan (AWP) targets		
CPD Outcome Target	Summary achievement in 2019	Status
Percentage of Kenyans who support devolution	<ul style="list-style-type: none"> Counties supported to enhance citizen engagement by developing public participation bills and policies – over 30 counties currently have public participation bills. County budgets and economic forums supported to enhance participation of citizens in budget making and planning process. 	On going
Overall Status		Ongoing

Current CPD Outcome 4: by 2022, people in Kenya benefit from sustainable natural resource management and resilient green economy		
Summary of achievement against 2019 Annual Work Plan (AWP) targets		
CPD Outcome Target	Summary achievement in 2019	Status
Reduce by 20% the proportion of people affected by disasters (including in arid and semi-arid areas) that are covered by early warning information through local governments or through national dissemination mechanisms (disaggregated by sex).	<ul style="list-style-type: none"> 1st Kenyan Draft State of the Environment Report (Natural Resource Governance Report) prepared, awaiting validation, synthesis and publication. Development of climate and disaster hazard profiles. Policies aligned to national DRM policies, the National Disaster Risk Reduction Action Plan, and the international Sendai Framework for Disaster Risk Reduction. 	On going
Overall Status		Ongoing

The Kenyan Draft State of the Environment Report is comprehensive and identifies critical ecosystems that require to be protected through joint management ventures between and among counties, especially the emerging regional economic blocks.

CPD Outputs:

3. Progress towards Project Outputs

Project Output 1: Policies, laws and institutional reforms for effective implementation of the Constitution of Kenya 2010 at National and County Levels are adopted.		
Summary of achievement against 2019 Annual Work Plan (AWP) targets		
Annual Output Target (2019)	Summary achievement in 2019	Status
5 policies and bills adopted at the national level to support effective implementation of devolution.	The project supported the review of policy on DRM for the County Government of Isiolo. The project supported legal audit of 9 National policies and 7 Strategies through the CoG.	Completed
80% of supported counties that have capacity to formulate laws that promote devolution.	11 Counties have a draft Public Participation Bills at different stages of approval and 2 have finalized their Bills.	Completed
Overall Status		Ongoing

A legal audit report was launched by H.E. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Armed Forces, during the 6th Annual Devolution Conference, this included a health thematic area report which gives an analysis of 9 national policies and 7 strategies. Kwale and Embu have an approved Public Participation Bill and 11 counties (Kilifi, Lamu, Taita Taveta, Mandera, Wajir, Garissa, Marsabit, Kitui, Kirinyaga, Vihiga, Homa Bay) have draft bills awaiting approval.

Output 1.1: Government has strengthened policy, legal, and institutional mechanisms for coordinated, inclusive and effective service delivery		
Annual Output Target (2019)	Summary achievement in 2019	Status
Number of counties with operational performance management systems - 2	<ul style="list-style-type: none"> Kilifi County CECMs and CCOs have signed performance contracts. Turkana County members of the executive sensitized on performance contracting and supported in performance contract vetting and negotiations. Tana River County directors sensitized on M&E and supported to develop the SDGs indicators handbook. Speakers, majority and minority leaders from FCDC member counties as well MCAs and Executive from Turkana County sensitized on FCDC Bill. Bungoma County MCAs sensitized on the LREB Bill. Lamu County members of the executive sensitized on performance management system and PCs designed. Development of Kajiado County public participation legislation. 	On track
Overall Status		Ongoing

Implementation of the Performance Management Systems (PMS) component of the County Performance Management Framework (CPMF) will promote accountability in service delivery by ensuring that tasks are performed efficiently and effectively through the following components as outlined in the CPMF: Financial Stewardship and Discipline; Service Delivery; Institutional Transformation; Core Mandate for the County Department; and Cross-cutting issues. This included support for Performance Contracting (PC) adoption by counties which is a critical element of the CPMF. As a result of UNDP's intervention, six counties have signed their Performance Contracts (Bungoma, Turkana, Kilifi, Busia, Marsabit, Kajiado). Also, Nakuru, Tana River, Lamu and Mandera counties were trained on PMS and PCs and undertook PC negotiations and vetting and are at an advanced stage awaiting to be signed.

Functioning of FCDC Counties: A number of emerging issues in the implementation of devolution has necessitated the need for a regional framework among counties where they have formed Regional Economic Blocks (REBs). Challenges in the formation of REBs include: a lack of a uniform regulatory framework to guide the nature of instruments required for the establishment of REBs; lack of guidelines to provide norms and standards for the establishment and management of REBs; use of varying institutional structures. The project last year supported the FCDC counties towards developing a REB Bill. The FCDC currently has 10 member Counties including Mandera, Wajir, Garissa, Tana River, Marsabit, Samburu, Turkana, Isiolo, Lamu and West Pokot. The FCDC counties committed to fast track the passing of the Bill in their respective County Assemblies. By end of 2019, Mandera had passed the bill while for Garissa and Samburu the bills were at the county assembly.

CPD Output 1.2: Public finance management institutions have strengthened processes and systems for equitable, efficient and accountable service delivery		
Summary of achievements		
CPD Output Target	Summary achievement in 2019	Status
Indicator 1.2.1: Number of counties providing detailed public budget information (this is measured as per the IBP Reports)	<ul style="list-style-type: none"> County officials selected from 6 counties – Mandera, Isiolo, Tana River, Garissa, Lamu, Wajir were trained on legal framework for the public audit process and audit opinions. Isiolo County Revenue Administration and Enforcement Framework reviewed, and Action Plan developed. Turkana County developed a land related revenue stream framework and an action plan. 	On going
Overall Status		Ongoing

Counties are required by law to provide detailed public budget information to the citizens. The CPD tracks this indicator, with source of data being the International Budget Partnership (IBP). Overall 7

items⁷ of budget information is supposed to be provided. The Table below shows the number that satisfied a given number of conditions.

2019	
Conditions Satisfied	Number of counties
0	7
1	11
2	11
3	9
4	5
5	1
6	2
7	1

Source: Information Acquired from: <http://www.internationalbudget.org/budget-work-by-country/ibps-work-in-countries/kenya/understandingcounty-budgets/tracking-county-budget-information-kenya/>

Improved PFM is at the heart of devolution’s sustainability. Accountability, transparency, and improved capacity to generate Own Source Revenue (OSR) are key pillars of a county’s PFM system. A critical measure of the county government’s financial performance and a reliable review source of their systematic issues is contained in the Annual Audit of county financial statements by the Office of the Auditor General (OAG). Analysis of these audit reports can therefore provide a reliable basis upon which UNDP may develop the appropriate and customized interventions for the counties. UNDP worked with OAG and the Commission on Revenue Allocation (CRA) to improve PFM systems at county level that targeted weak areas as identified by the OAG.

With the UNDP support, OAG partnered with CoG and carried out technical training workshops with counties to identify the systemic issues affecting counties as exhibited in the Annual Audit Reports. The objectives of the training included understanding the legal framework for the public audit process and audit opinions. The skills acquired will be used in enhancing knowledge to improve financial accountability and reporting.

UNDP, in collaboration with CRA, supported strengthening the capacity of Isiolo County Government to manage its OSR collection and administration mechanisms. A review of the Isiolo County Revenue Administration and Enforcement Framework was undertaken, and an action plan developed with timelines to achieve results and develop a strategy for implementation and build capacity for Isiolo County government officials on OSR capacity and revenue administration and enforcement.

In Turkana County, CRA and the Kenya School of Revenue Administration (KESRA) reviewed and helped the county develop a land related revenue streams framework and make an action plan and trained the Turkana County Executive and County Assembly staff on the same. During the training, it was observed that in order for the Turkana County government to benefit from land related revenue streams, it must put in place a suitable property tax legislative framework, develop technical and administrative capacity, and ensure a well-established revenue collection and enforcement mechanism. The Turkana County

⁷ Approved Program Based Budget 2018/19, Citizen Budget (Enacted Budget) 2018/19, Annual Development Plan (ADP) 2019/20, County Budget Review and Outlook Paper (CBROP) 2018, Quarterly Budget Implementation Report for the First Quarter of 2018/19, Quarterly Budget Implementation Report for the Second Quarter of 2018/19, Finance Act 2018.

government utilized this analysis and is working towards building capacity to streamline its land related OSR framework, including speeding up enactment of suitable land related legislation.

CPD Output 1.3: County level institutions have strengthened capacity for evidence-based planning, budgeting, implementation, monitoring and evaluation for accountable service delivery.		
Summary of achievements		
CPD Output Target	Summary achievement in 2019	Status
Indicator 1.3.1. Number of counties with improved M&E capacities. Baseline: 7 (2016) Target: 15	<ul style="list-style-type: none"> Lamu County supported in developing a policy and legal framework that will guide the M&E process at the county. 	On going
Overall Status		Ongoing

County M&E Capacities and SDGs: The County Government of Lamu implemented the 2013-2017 CIDP without a clear process of M&E. Despite regular monitoring by the implementing departments, there were no clear standards for the process, and it lacked a reporting system to assist the county management in incorporating the recommendations in the decision-making processes. Further, Lamu County did not have a legal M&E framework to steer the monitoring and evaluation process and there was no coordination in carrying out the monitoring and evaluation activities in the county. Each county department, stakeholders and other development partners undertook their own internal M&E without coordination. To address these gaps the project in collaboration with The National Treasury and Planning’s Monitoring and Evaluation Department (MED) supported the county to review their draft M&E Policy which had earlier been developed with support from UNDP. A total of 26 participants (5 female and 21 male) comprising of the newly nominated Lamu County departmental M&E champions were sensitized on the draft M&E policy, edited the draft policy to ensure compliance with guidelines issued by the State Department for Planning. The final draft Lamu County M&E policy is expected to be approved by the County Assembly this quarter.

Kenya has been a strong supporter of the Sustainable Development Goals (SDGs) at the national level and, over the past year, the programme has helped counties understand and utilize the SDGs in their planning, budgeting, and M&E. With programme support, Kenya is now recognized as being at the forefront in training government officials and working with civil society to understand the SDGs and their indicators and how they can be effectively mainstreamed in policy, planning, budgeting, monitoring and evaluation systems and processes. As a result, all SDGs targets and indicators have been mapped against the mandates and plans of national and county governments. During the reporting period an in-county support training for Turkana County for mainstreaming of SDGs was undertaken. The training brought together 50 county officers (5 females; 45 males) in mainstreaming SDGs and establishing a County SDGs Coordination Framework (SDGs Units). The county officials reviewed the indicator framework in depth for Water, Environment and Mineral Resources, Agriculture, and Education sectors with the aim of aligning the indicators in the CIDP with the SDGs indicators based on a template. Capacity building for Tana River County was undertaken in September 2019 on M&E and the development of an SDGs

indicator handbook. The training targeted the Head of Directorates/Sections/Units from all Departments and was attended by 43 participants (9 females; 34 males).

CPD Output 1.4: People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disability		
Summary of achievements		
CPD Output Target	Summary achievement in 2019	Status
<p>Indicator 1.4.1. Percentage of counties with mechanisms for inclusive public participation of women, youth and persons with a disability.</p> <p>Baseline: 33.3% (2016)</p> <p>Target: 50%</p>	<ul style="list-style-type: none"> • 5 counties – Busia, Garissa, Kirinyaga, Lamu and Mandera have been supported in Public Participation interventions. • Mandera County is the first in FCDC Bloc to pass the Public Participation Bill in late 2019. • County government commitment to full implementation of the Anti-AFM Act and affirmative action for the girl-child. 	
Overall Status		Ongoing

Public participation in Kenya is a fundamental pillar of the Kenyan Constitution and a requirement for both levels of government to undertake when formulating bills, policies, budgets and other documents of public interest. The process of public participation promotes democracy by providing the public with the opportunity to take part in decision-making processes in government and is a basic tenet of devolution. In the first quarter of the year, CoG with the support of UNDP and in collaboration with the Kenya Law Reform Commission (KLRC) held a peer learning for Busia, Kirinyaga, Mandera and Garissa officers on the provisions of Kiambu County Public Participation Law, which other counties have been making reference to as they develop their own public participation legislation. Memoranda were developed and shared on the reviewed Public Participation bills for Mandera, Kirinyaga, Garissa and Busia Counties against the Public Participation Policy, the KLRC model law, and the Kiambu Public Participation Law. Within the same period, in-county support was offered to Busia County in March 2019 for the development of the Busia Public Participation and Civic Education Legislations. This support brought together 31 participants (4 females; 27 males) including the Chief Officer in Charge of Public Service, Director of Civic Education and Public Participation, Director Communication and Non-Governmental and Civil Society Organizations.

Current CPD Output 4.3: National and county governments have improved capacities to reduce disaster risk and climate change impact

Summary of achievements

CPD Output Target	Summary achievement in 2019	Status
<p>Indicator 4.3.1 Number of counties with data-informed development and investment plans that incorporate solutions to enable climate change adaptation and mitigation.</p> <p>Baseline: 0 Target: 7</p>	<ul style="list-style-type: none"> • A draft guideline on Institutionalization of the County Environment Committee's has been produced and is awaiting validation before gazettment by NEMA and Council of Governors. • A detailed memorandum on key priorities and challenges in the natural resources management sector was prepared by the CoG and forwarded to Principal Secretary Ministry of Environment and Forestry identifying critical issues in Environment Sector and Forestry Sub-sector. • Mobilized information on natural resource governance in Kenya from the regional forums which was consolidated, analysed for SOE drafting • 1st ever Kenyan Draft State of the Environment Report (Natural Resource Governance Report) prepared, awaiting validation, synthesis and publication. • Strengthened capacity in planning and GIS in 7 counties which include Bungoma, Migori, Wajir, Taita Taveta, Murang'a, Kitui and Siaya. • A configured and fully functional GIS database at the recently launched Wajir County GIS Laboratory in readiness to the GIS data collection for the Wajir CSP. 	On-going
<p>Indicator 4.3.2 Number of counties with gender responsive policies and legal framework for disaster risk.</p> <p>Baseline: 3 Target: 20</p>	<ul style="list-style-type: none"> • Gender Action Plan (GAP) 2019-2020 validated. 	Ongoing
Overall Status		Ongoing

In order to strengthen the capacity of counties for environment and climate change governance, the project implemented training workshops to create awareness and capacity for County Executive Committee Members (CECM) from all the 47 counties. Further the project supported counties to initiate County State of the Environment Assessments which will enable the committees to map out gaps and area focus. The enhanced capacities will enable the county government to better manage their environmental resources as well as streamline related revenue collection.

Gender Mainstreaming: Gender mainstreaming is an integral part of devolution planning and budgeting process. This therefore requires policies to guide the process and ensure inclusivity of women. The

project through UN Women has supported initiatives realization of this result. This included support for the development of a Gender Action Plan (GAP) for the Kenya Network of Women Governors (KENWOG). The GAP (2019-2022) will facilitate KENWOG members to engage as “one voice” on matter of gender in order to influence policy and legislation at both national and county levels. The training also supported the training for members of women’s caucuses from the 47 counties comprising of Chairs and Secretaries of the County Executive Committee Members (CECMs), County Secretaries, County Attorneys, and Chief Officers. The training aimed at strengthening their capacity on matters of policy, legislation, and resource allocation, as well as sensitizing them on inter-governmental relations. The project supported the County Assemblies Forum (CAF) to carry out validation, publication and launch of Gender Audit Report, CAF Gender Policy, and a Gender Mainstreaming Curriculum for County Assemblies elected women MCAs.

Output 1.1 Government has strengthened policy, legal and institutional mechanism for coordinated inclusive and effective service delivery		
Annual Output Target	Summary achievement during period	Status
Number of FCDC counties with operational performance management systems.	<ul style="list-style-type: none"> Tana River County developed performance contracts. Lamu County members of the executive sensitized on performance contracting and supported in performance contract vetting and negotiations. Tana River County officials sensitized on development of public participation policy and a road developed for development of a public participation policy. Marsabit County, speaker, deputy and Members of County Assembly sensitized on FCDC bill and a road map developed for its passage by February 2020. Wajir County Assembly sensitized on the FCDC Bill and a road map developed for its passage by February 2020. Tana River County Assembly sensitized on the FCDC bill and a road map developed for its passage. North Rift Economic Bloc (NOREB) draft bill drafted. 	On-going
Overall Status		On Track

UNDP worked with CoG and KLRC and the Ministry of Devolution and ASALs to undertake in-county training for LREB and FCDC member counties on their respective Regional Economic Bloc Bills so as to fast track their passage by the respective county assemblies. The training targeted MCAs, the county executive and other key stakeholders.

Project Output 1: Policies, laws and institutional reforms for effective implementation of the Constitution of Kenya 2010 at National and County levels are adopted.

Summary achievement against 2019 Annual Work Plan (AWP) targets

Project Output Indicator	Project Output Targets	Summary Achievement	Status
Number of policies and laws adopted at the national level to support effective implementation of devolution.	Fifteen policies and laws adopted at the national and county level to support effective implementation of devolution.	Legal audit report launched by H.E Uhuru Kenyatta the President of the Republic of Kenya and Commander-in-Chief of the Armed Forces during the 6 th Annual Devolution Conference, including a health thematic area report which gives an analysis of 9 national policies and 7 strategies.	Completed
Proportion of supported counties that have capacity to formulate laws that promote devolution.	80% of the supported counties have the capacity to formulate laws that promote devolution.	14 counties have a draft PP bills in place and 2 counties (Kwale and Embu have an approved PP bill). Counties without PP bills (11): Kilifi, Lamu, Taita Taveta, Mandera, Wajir, Garissa, Marsabit, Kitui, Kirinyaga, Vihiga and Homa Bay.	Completed
Overall			On Track

Results on national level policies and laws: In 2014, KLRC commissioned an audit and review of all laws of Kenya in order to ensure their conformity with the Constitution and specifically with the new devolved system set out in the Constitution. Also, in 2015, CoG with UNDP support, developed a legislative baseline report on devolution. The objective of the report was to consider the various policy and legislative proposals under the respective sectors with a view of identifying gaps and proposing appropriate legislative, policy and administrative interventions. Both the Audit Report by KLRC and the baseline report by CoG revealed that many national laws, policies and institutions that had been passed and established before the promulgation of the Constitution 2010 are not aligned to the devolved system of government. The legal audit led to the development of the following sectors reports:

- a) Public Finance Management;
- b) Agriculture;
- c) Health Services;
- d) Trade and Investment;
- e) Land, Housing and Physical Planning;
- f) Urban Development;
- g) National Resource Management – Water, Forestry and Mining.

The reports were further consolidated into a single overall audit report. The reports were launched by H.E. the President of the Republic of Kenya during the 6th Annual Devolution Conference. The final reports were being used to inform new policy and legislative development as well as enhance national and county legal coherence with respect to devolution.

To further complement the environmental government’s Draft Guideline on Institutionalization of the County Environment Committee’s has been produced and is awaiting validation before gazettelement by NEMA and the Council of Governors. Also, the 1st ever Kenyan Draft State of the Environment Report (Natural Resource Governance Report) is prepared, awaiting validation, synthesis and publication.

Project Output 1: Policies, laws and institutional reforms for effective implementation of the Constitution of Kenya 2010 at National and County levels are adopted.			
<i>Summary achievement against 2019 Annual Work Plan (AWP) targets</i>			
Project Output Indicator	Project Output Targets	Summary Achievement	Status
Number of policies and laws adopted at the National level to support effective implementation of devolution.	Fifteen policies and laws adopted at the national and county level to support effective implementation of devolution.	Legal audit report launched by H.E Uhuru Kenyatta the President of the Republic of Kenya and Commander-in-Chief of the Armed Forces during the 6 th Annual Devolution Conference, including the health thematic area report which gives an analysis of 9 National Policies and 7 Strategies	Completed
Proportion of supported counties that have capacity to formulate laws that promote devolution.	80% of the supported counties have the capacity to formulate laws that promote devolution.	14 counties have a draft PP bills in place 2 counties (Kwale and Embu have an approved PP bill). Counties without PP bills (11): Kilifi, Lamu, Taita Taveta, Mandera, Wajir, Garissa, Marsabit, Kitui, Kirinyaga, Vihiga and Homa Bay.	Completed
Overall Status			Ongoing

Project Output 2: Strengthened institutional and human capacities at national and county levels evident in supporting national and local development			
<i>Summary achievement against 2019 Annual Work Plan (AWP) targets</i>			
Project Output Indicator	Project Output Targets	Summary Achievement	Status
% of supported counties whose plans and budgets are approved by the OCOB.	80% of supported counties		

Number of counties with functional performance management systems in place.	10 select county governments with established ministries that are implementing appropriate institutional performance management systems in the delivery of equitable and quality public services.	1) In County support to 6 Counties: Kajiado, Kilifi, Kwale, Kwale, Mandera, Kisumu and Bungoma. 2) 9 Counties have signed PCs (Bungoma, Busia, Kajiado, Kericho, Kirinyaga, Kisumu, Nakuru, Taita Taveta, Turkana).	Ongoing
Number of counties that develop business models that are inclusive and sustainable.	10 counties have business models to improve service delivery.		
Overall Status			Ongoing

The County Performance Management Framework (CPMF) was developed with programme support and approved by the Council of Governors (CoG) and launched by H.E. President Uhuru Kenyatta during the 4th Annual Devolution Conference. As a result of UNDP’s intervention, six counties⁸ have signed their performance contracts. Tana River, Lamu and Mandera counties were trained on PMS and PCs and undertook PC negotiations and vetting and are at an advanced stage awaiting to be signed.

Project Output 3: Evidence planning, budgeting for improved service delivery at county level in tandem with reduced security threats and improved response to risk and disaster in selected counties.

Summary achievement against 2019 Annual Work Plan (AWP) targets

Project Output Indicator	Project Output Targets	Summary Achievement	Status
The existence of disaggregated data to inform socio-economic development.	The existence of disaggregated data to inform socio-economic development in 10 counties.	No activity implemented.	Ongoing
Number of surveys, SDGs and HD reports, assessments, analytical works, policies, and advocacy papers conducted/prepared to inform development planning and management at national and county levels.	Number of national level institutions and counties that have established functional coordination structures and mechanisms for gender, climate change adaptation, SDGs, disaster risk reduction and response; peace building, cohesion and community security.	47 counties have appointed SDGs champions to support coordination, mainstreaming and tracking of SDGs.	Ongoing

⁸ Bungoma, Turkana, Kilifi, Busia, Marsabit, Kajiado

Number of national level institutions, counties and CSOs that have established functional coordination structure and mechanisms for disaster risk reduction and response; peacebuilding, cohesion and community security.	The existence of disaggregated data to inform socio-economic development in 10 counties.	2 counties have set up SDG Units (Wajir, Kisumu).	Ongoing
Overall Status			Ongoing

UNDP worked with OAG and the Commission on Revenue Allocation (CRA) to improve PFM systems at county level that targeted weak areas as identified by OAG. The OAG partnered with CoG with UNDP's support and carried out technical training workshops with counties to identify the systemic issues affecting counties as exhibited in the Audit Reports for County Executives for the financial period 2016/2017 and their preparedness for the Audit of 2018/2019 financial year.

UNDP in collaboration with CRA supported strengthening the capacity of Isiolo County Government to manage OSR collection and administration mechanism. A review of the Isiolo County Revenue Administration and Enforcement Framework was undertaken and an action plan developed with timelines to achieve results and develop a strategy for implementation and build capacity for Isiolo County government officials on OSR capacity and revenue administration and enforcement. CRA trained a total of county 66 (53 males and 13 females) officials in OSR.

3.1 Consolidated Training Figures for 2019

The project below provides the consolidated figures for all the training conducted under the Project during the year under review. Some of the key trainings undertaken included one on Transformative Women in Leadership organized by UN Women where 236 women Ward Administrators from all 47 Counties; PFM training where 668 county officials were trained, climate change and resilience where 354 officials were trained and spatial training where 255 officials were trained. This was done through coaching on tactical and strategic skills to enable them overcome barriers that impede their performance and effective service delivery.

Table 1: Summary of participants trained in 2019

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Year 2019
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
M&E	-	-	0	31	9	40	21	5	26	-	-	0	66
DRR	60	21	81	60	21	81	-	-	0	46	8	54	216
Gender	-	-	0			0	-	-	0	-	-	0	0
SDGs	-	-	0	21	3	24	34	8	43	-	-	0	67
PMS	83	12	95	206	56	262	139	40	179	98	34	132	668
CIDPs dev			0			0			0			0	0
Climate CR							82	56	138	111	105	216	354
County Spatial P										173	82	255	255
Own Source Revenue	-	-	0	-	-	0	53	13	66	-	-	0	66

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Year 2019
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
Inter gov relations	-	-	0	-	-	0	-	-	0	-	-	-	0
Training for CBEFs	60	27	87	-	-	0	-	-	0	-	-	0	87
PFM	-	-	0	-	-	0	39	8	47	39	8	47	94
Leadership	-	236	236										236
Public Participation	11	1	12	-	-	0	15	12	27	30	8	38	77
GIS	-	-	0	-	-	0	-	-	0	53	12	65	65
Policy/Law Formulation (FCDC Bill)	-	-	0	-	-	0	-	-	0	80	28	108	108
Sub Total	214	297	511	318	89	407	301	86	388	519	181	699	2,467

Project Output 4: Citizen Participation mechanisms and processes strengthened to ensure effective and equitable service delivery and people-centred devolved system of government.

Summary achievement against 2019 Annual Work Plan (AWP) targets

Project Output Indicator	Project Output Targets	Summary Achievement	Status
% of citizens satisfied with public service delivery by national and county governments (disaggregated by county, sex, age, social group).	75% of citizens satisfied with public service delivery by national and county governments.	<ol style="list-style-type: none"> Peer learning for Busia, Kirinyaga, Mandera and Garissa on the provision of Kiambu County Public Participation law. Memoranda developed and shared on reviewed PP bills for Mandera, Kirinyaga, Garissa and Busia against public participation policy, the KLRC model law, and the Kiambu Public Participation Law. Development of Busia Public Participation and Civic Education Legislations. CBEF analysis and training conducted in Lamu and Mandera. 	Ongoing
Overall Status			Ongoing

Public participation in Kenya is a fundamental pillar of the Kenyan Constitution and a requirement for both levels of government to undertake when formulating bills, policies, budget and other documents of public interest. The process of public participation promotes democracy by providing the public with the opportunity to take part in decision-making processes in government and is a basic tenet of devolution. Public participation in Kenya is especially important in the budget process and the legislative process. Other areas where public participation in Kenya should take place include the public procurement and tendering processes.

The Council of Governors with support of UNDP and in collaboration with Kenya Law Reform Commission (KLRC) held a peer learning for Busia, Kirinyaga, Mandera and Garissa on the provision of Kiambu County Public Participation law.

UNDP further supported the training of Lamu County officials on public participation and civic education during the period under review. Key objectives included training for the development of a policy on public participation using the KLRC model law on public participation.

Strengthening County Budgets and Economic Forums: The Constitution of Kenya (2010) in various chapters provides for public participation to be undertaken in decision-making processes. Article 216 (2) of the Constitution stipulates that the CRA make recommendations on matters concerning the financing and financial management by county governments.

Project Output 5: An integrated service delivery framework pilot implemented in select counties			
Summary achievement			
Project Output Indicator	Project Output Targets	Summary Achievement	Status
Number of county governments capacitated to deliver equitable, high quality public services.	Essential DaO coordination functions set up and operational.	<ol style="list-style-type: none"> 1. Recruitment process completed for a Programme Coordinator and an Administrative Assistant. 2. The final draft framework for Turkana County & UN DaO 2019-2022, widely consulted, was validated. 3. Alignment with the new CIDP II was assured and lead departments and UN agencies were identified to lead in SRAs as in the first generation DaO framework. 4. Enhanced knowledge of Turkana County and UN-AFPs on the framework and validation of the new generation framework for Turkana County and UN - Delivering as One Initiative – for integrated area-based programming was undertaken. 	On Track
Overall Status			On Track

This programme output was guided by the UN's Delivering as One (DaO) approach that seeks to coordinate efforts of the UN agencies operating in Turkana County. Previous Norwegian project supported the establishment of the DaO the office, structure, and mechanisms for delivery which are now being utilized to achieve concrete results. During the period under review, the project supported the County Government of Turkana and UN-Agency Focal Points⁹ on the development and validation of the new generation framework for Turkana County and UN DaO initiative for integrated area-based programming.



Alignment with the new CIDP II was assured and lead departments and UN agencies were identified to lead in SRAs as in the first generation DaO framework. The framework will enable the underpinning of programmatic structures with the governance structures. Harmonization of issues and responses cutting across joint programmes will be built through the technical coordination meetings called by the DaO Office.

Project Output 6: Improved Programme Management Support to the devolution programme			
Summary achievement against 2019 Annual Work Plan (AWP) targets			
Project Output Indicator	Project Output Targets	Summary Achievement	Status
Number of staff engaged	6	<ol style="list-style-type: none"> 1. 4 staff (3 female; 1 male) offering programmatic support to ??? implementing partners. 2. Development process of the UN Joint Programme in partnership with UN Women and UNICEF was finalized and agreements signed. 3. Monitoring field visits undertaken. 	Ongoing
Overall Status			Ongoing

Project extension: The Project Steering Committee (PSC) in December 2018 approved a no-cost extension of the project to March 2019. This enabled absorption of the additional funds granted the previous reporting period. Subsequently, donor agreements were extended to align with the project extension period.

⁹ These are representatives of the UN agencies in Turkana supporting the county government to deliver the CIDP.

3.2 Human Interest Story

Performance contracts improves service delivery in Busia County

Over the years, there has been poor performance in the public sector – a factor that has greatly hindered sustainable economic growth. As the demand for quality services from citizens increased, the government had to initiate reforms to harness efficiency, effectiveness and ethical delivery of services to the counties, hence the introduction of performance contracting. Busia is among the first counties that embraced the introduction of performance contracting (PC), as one of the reforms initiated by the government. The County was supported by UNDP through the Integrated Support Programme to the Devolution Process in Kenya project, to introduce performance management system. This entailed the staff signing contracts against annual targets, which is evaluated at the end of the year. This enhances accountability and results. Busia County in late 2018 received a staggering Ksh 553 million shillings from the World Bank. Many people – including residents of the county located along the Kenya-Uganda border – were excited at the surprise gesture by the global financial institution.



The World Bank was apparently impressed by the county's management style: "They looked at our processes, including management of human resource, and were impressed," boosts Robert Opat, Economic Advisor to Busia Governor and head of SDU.

"The training by UNDP enabled us to develop guidelines on performance contracting, which we have harmonized with the county budget. The development of performance contracts was consultative. We reviewed our County Integrated Development Plans (CIDPs) and

interrogated our earlier performance before realigning our resources to the performance contracts. Thirty per cent of our budget is now allocated to development," says Opat.

With the performance contracting up and running since 2018, the county has now put in place a Service Charter, opened its services to scrutiny, all of which have contributed to a reduction in wastage of resources: "Performance contracts have given us clear responsibilities as we are now held accountable thus pushing our performance up," observes Opat noting that each department now has a Service Charter, which has helped improve services. In Busia, the arrangement has also helped to improve revenue collection: "We did revenue mapping for each department to establish exactly where revenue can be collected from, thus improving revenue collection from Ksh 176m in 2018 to 279m in 2019. Each department is now mandated to collect revenue. If only we had done this earlier, we would be very far as a county," regrets Opat. As revenue collection increases, absorption of resources and development index has exhibited an upward trend, thanks to performance contracting. And as this happens, accountability, set targets and timelines have been adhered to, bringing down budget queries to 0.01 per cent (Ksh 1.8m) out of a budget of Ksh 7 billion.

4. Cross Cutting Issues

a. Gender Results

Gender results	Evidence
1. 236 women ward administrators from all the 47 counties trained in transformative leadership.	Project reports.
2. 30 county officers (including CECs and Directors responsible for gender affairs) trained on integrating gender responsive aspects and programming in the leadership and governance.	UN Women Project reports.
3. A simple guidebook (bidder's guidebook) targeting youth, women and PWDs who intend to participate in government tenders and contracts developed.	UN Women Project reports.
4. 3 women governors, chair of the CoG Gender Committee and CEO CoG participated in a side event "Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls".	Project reports.
5. Gender Action Plan 2019 -2022 showing priority gender intervention validated.	Gender Action Plan 2019 - 2022
6. 158 women engaged in the Nyeri gender roundtable meeting to issues affecting women, youth and PWDs.	UN Women Project reports.
7. 11 women in leadership trainings and 11 gender roundtable meetings recorded.	Documentary
8. 6 Caucus leaders (all women CECs and Chief Officers), inducted in matters including policy legislation, and resources within and out of the county governments.	UN Women Project reports.
9. 300 children including those with disabilities participated in a conference touching on devolution aspects (public accountability, social economic development and delivering services).	UN Women Project reports.
10. 24 women innovators displayed their innovations in the 6 th Annual Devolution Conference, discussed gender issues which were captured in the final communique.	UN Women Project reports.

b. Partnerships

The project deployed interventions through several established and new partnerships to achieve its results:

- a. Government and related Partnerships: UNDP under the Strengthening Devolved Governance in Kenya Programme worked in collaboration with the following: Ministry of Devolution & ASAL (MoDA), Council of Governors (CoG), Kenya School of Government (KSG), Commission for Revenue Allocation (CRA), Intergovernmental Budget and Economic Council (IBEC), & 21 counties;
- b. **OAG**: The project developed a new partnership with OAG to strengthen county PFM through supporting counties to address the systemic issues arising from the past audit reports.

c. Sustainability

Results achieved	Sustainability
1. Supporting county governments and implementing institutions.	<ul style="list-style-type: none"> Continued technical assistance to the county governments and implementing institutions will ensure the sustainability of previous interventions are enhanced.
2. Developing a bidder's handbook through UN Women.	<ul style="list-style-type: none"> Creating opportunities and facilitating strategies for the youth in accessing government tenders and contracts will provide a platform for job opportunities and sustainability.
3. Supporting county governments and implementing institutions.	<ul style="list-style-type: none"> Continued technical assistance to the county governments and implementing institutions will enhance the sustainability.

d. South to South and Triangular Cooperation

Country	Type of cooperation
1. Kenya-Ethiopia	The 5 th edition of the Tobong'lore Cultural Festival where a meeting was Co-Chaired by H.E. Josphat Nanok (Governor, Turkana County) and H.E. Meles Alem, Ethiopian Ambassador to Kenya. Participants included government officials from Ethiopia and Kenya, EU, PACT Kenya and other development partners. The festival also provided the opportunity for senior officials to meet and review the status of cross border peace and intergovernmental engagements between Turkana County and South Omo Zone (Nyangatom and Dassananch Wordas).

e. Strengthening National Capacity

Results achieved	Institution	National and county capacity strengthened
1. 6 Counties have signed their performance contracts (Bungoma, Turkana, Kilifi, Busia, Marsabit, Kajiado).	6 counties	County PC capacity
2. 4 counties (Nakuru, Tana River, Lamu and Mandera) trained on PMS & PCs and undertook PC negotiations and vetting and are at an advance stage awaiting to be signed.	4 counties	County PMS & PCs capacity
3. 2 counties (Isiolo and Samburu) were supported in the project in development of climate and disaster hazard profiles.	2 counties	County DRM capacity
4. 3 counties (Isiolo, Samburu & Kilifi) supported in review of DRM policies.	3 counties	County DRM policy review capacity

5.	7 counties (Marsabit, Mandera, Isiolo, Tana River, Garissa, Lamu, Wajir) trained by OAG and Commission on Revenue Allocation (CRA) to improve PFM system at county level that targeted weak areas as identified by the OAG.	7 counties	County PFM system capacity
6.	1 county (Isiolo County) supported in strengthening capacity to manage Own Source Revenue (OSR) collection and administration mechanism.	1 county	County OSR collection capacity
7.	1 county (Turkana County) supported through the project by CRA and KESRA to develop a land related revenue stream framework.	1 county	County OSR collection capacity
8.	5 counties (Busia, Garissa, Kirinyaga, Lamu and Mandera) supported through the project towards establishing public participation mechanisms in counties.	5 counties	County public participation capacity
9.	33 county officers (5 females; 28 males) received training in public participation and are guiding their respective counties towards finalization of public participation bills and policies.	5 counties	County public participation capacity
10.	1 county (Lamu County) supported in developing a policy and legal framework that will guide the M&E process at the county.	1 county	M&E system capacity
11.	4 FCDC counties (Turkana, Mandera, Tana River, Lamu) trained in performance management systems.	4 counties	County PMS capacity

f. Targeting

Target groups women, youth, PWDs	Needs addressed	Evidence
Women, youth and PWDs: Stakeholders' review meeting on the Bidders Guidebook by Council of Governors.	The need to simplify the language of the guidebook since the target group was diverse in relation to literacy levels.	UN Women project reports.
Youth & Adolescents: Youth and Adolescents working group.	Outlining a potential UN Joint Programme on Youth Empowerment & potential strategic areas of focus for the JP on Youth empowerment.	UN Women project reports.

Women, youth and PWDs: County Gender Roundtables forums.	Women and Youth in governance and leadership, county level planning, programming and budgeting.	UN Women project reports.
Women Governors & Women Deputy Governors: KENWOG GAP Validation meeting.	Increase capacity of the network to influence County and National policy and legislation on all matters devolution & secure position of county governments as sub National units for transformative leadership and focus on gender equality and women's empowerment.	UN Women project reports.
Youth: Isiolo County – Youth Economic Empowerment.	Strengthening the capacity of youth to take up AGPO and engage in public participation in county processes.	Project Report

5. Monitoring and Evaluation

M&E activity	Key outcomes/ observation	Recommendation	Action taken
Monitoring visits			
M&E activity 1: Mission to Lodwar, Turkana County to inspect the DaO office conducted	<ul style="list-style-type: none"> Monitoring progress of staffing and refurbishments was progressing. The micro assessment by UNDP of the County Government of Turkana to assess its financial, procurement and administrative systems as well as human resource capacity demonstrated good practice by the county. 	DaO office operational and the project may utilize the existing resources including support from staff to fast track implementation	Technical support provided and will continue under UN Delivering as One approach.
M&E activity 2: Training on M&E system in Lamu County	<ul style="list-style-type: none"> Development of the legal framework for enacting the M&E policy was progressing well Establishment of the structures that will implement the M&E policy were progressing well 	Continue to support the county towards finalization of the policy	Technical support provided to county officials will continue
M&E activity 3: Monitoring and results mission	<ul style="list-style-type: none"> Draft transformational stories developed 	Dissemination of the stories once the compilation is done (see knowledge management part below)	Programme impact is evident as demonstrated by the collected stories

6. Risk Management

A set of project risks were identified during project design. Information gathered at the UN Devolution Working Group, Devolution Donor Working Group, and Devolution Sector Working Group and during monitoring missions inform the risk register on an ongoing basis. Further, financial reports from oversight bodies continue to demonstrate that counties represent a high fiduciary risk. Some current

risks from the risk register that continue to impact the project results during the reporting period are provided below while an overall comprehensive Risk Matrix is provided as Annex 1:

Risks	Mitigation Measures
Overlapping mandates of institutions to support devolution, including regional blocs (e.g. FCDC).	<ul style="list-style-type: none"> UNDP and RCO will continue engaging the state and other stakeholders with a view to ensuring fidelity to implementation of devolution. UNDP's capacity development interventions at both national and county levels will seek to strengthen devolution institutions and legal frameworks, including for regional block formation and strengthening (e.g. FCDC).
Weak collaborative mechanisms between key players on devolution matters in FCDC counties.	<ul style="list-style-type: none"> RCO and UNDP will facilitate frequent consultative forums among players.
Fiduciary: weak transparency and accountability for use of resources.	<ul style="list-style-type: none"> UNDP and RCO will support use of county and county systems as part of the principles of development cooperation but will play a strong role safeguarding resources entrusted to it and managing fiduciary risks. Ongoing M&E, Sport Audits, HACT checks, procurement via DIM as needed, strengthen county procurement capacity, upfront initial visits/training to IPs/recipients regarding fiduciary risks and controls.

8. Knowledge Management

Knowledge products completed/published during the reporting period:

Title, author, date	Link	Evidence
Transformational Stories	http://bit.ly/2QmpR6g	The Transformational Stories Booklet is available online.

9. Challenges and Mitigation Measures

The following are the key challenges experienced during the reporting period:

- i. GoK IPs have competing priorities between official GoK mandates and those that the project supports. There is need for constant communication in terms of project priorities and mode of implementation.

- ii. There are several devolution programmes that depend on the same implementing partners such as CoG and CRA. This sometimes led to delays in project implementation. Continuous dialogue with IPs on scheduling of activities proved helpful in mitigating this challenge.

10. Lessons Learnt and Way Forward

The following is a summary of key lessons learnt in this reporting period:

- i. Better planning and prioritization of programme activities by government partners vis-à-vis their core mandate is needed including timing and sequencing of programme activities with government partners moving forward
- ii. Gender roundtables have provided platforms for meaningful engagement and participation of grassroots women and youth in governance matters as anticipated in the objects of devolution
- iii. The PFM Act requires that the government contributes counterpart funds to a programme amounting to at least 10% of the donor funds, but both the national and county governments have not fully adhered to this requirement. There is an opportunity to incentivize government cost-sharing.
- iv. It is imperative for agencies supporting devolution to collaborate and deliver more comprehensive interventions instead of several stand-alone interventions. Support to devolution should better leverage partnerships beyond UN agencies to include the private sector, CSOs, international organizations, and the diaspora.
- v. Peer learning between county governments provides an important mechanism for developing homegrown solutions to local problems. County-to-county and inter-governmental relations development utilizing Kenyan institutions, including universities and colleges, should be promoted to enhance such learning.

11. Conclusions and Way Forward

During the first phase of devolution the focus was on decentralizing state organs and their functions and services from the national to sub-national levels at the county. With devolution now well established and counties functioning, increasing attention must be paid to those counties where human development remains low but where counties can now be the vehicle to address this, particularly with respect to gender and children's issues. Although overall progress in Kenya has been significant, there remains a high level of poverty and exclusion; despite a decline in the overall poverty, the poverty rates remain above 80% in remote, arid and sparsely populated northern frontier counties where poverty levels are also highly feminized.

As this programme ended in 2019, lessons learned from it were utilized in developing a new successor joint programme with UNICEF and UN Women. In order to reach those who continue to be most marginalized in Kenya and address the most pressing human development challenges, this joint programme will target fourteen of the most marginalized counties directly, including the northern frontier counties, and its reach will be extended and leveraged through the use of national and regional institutions, including using institutions such as the Council of Governors (CoG), the Kenya School of

Government (KSG), and the Frontier Counties Development Council (FCDC) for county-to-county peer learning.

The joint programme will utilize a strong field presence and the UN Agencies' close relationships with county and national governments to focus on improving county governance capacity in areas related to Public Financial Management (PFM), performance, monitoring and reporting, citizen engagement, gender, children, inclusion, and resilience to environmental risks. The joint programme will support the GoK established 30% procurement opportunities programme for women, youth and PWDs. This has potential to provide huge markets to the most left behind. Much as there has been effort to implement this by both national and county governments, its uptake is still low due to various factors (e.g. weak procurement capacity at counties, and weak knowledge and capacity in the target groups) that this new joint programme will target. This joint programme will also address key Kenyan governmental national and county priorities, particularly at the policy level and in the intergovernmental sectoral forums relevant to the programme.

12. Financial Summary

As at 31st December 2019 both projects had a total budget of **US\$ 5,429,150.00** for the year. The expenditure for the period ending December 2019 for both projects stood at **US\$ 5,0712,17.00** giving a delivery rate of 93%. The tables below give details of expenditures per project based on outputs.

Disclaimer: All financial information provided is an extract of UNDP financial records and is provisional until a Certified Financial Statement has been issued by UNDP Controllers Office

STRENGTHENING DEVOLVED GOVERNANCE IN FCDC COUNTIES PROJECT NO. 00114135

Description	Budgeted amount	Amount spent	%
<i>Output 1.1: Performance management, M&E, data management systems established and functioning in FCDC counties.</i>			
Assist FCDC counties to establish a PMS: 4 county workshops to sensitize on PMS, PC with technical support from National Government. TA/Consultancy towards establishing an ICT based PMS dashboard	219,524.75	181,032.90	82%
Assist FCDC counties to strengthen M&E systems and strengthening data management systems, including policies and legislation. Utilize peer learning among FCDC	175,085.50	162,902.66	93%
Programme quality assurance and logistical support: 1 Quality assurance officer, 1 procurement officer and 1 finance officer contribution to staff time.	4,907.00	4,907.00	100%
Sub-total	399,517.25	348,842.56	87%

Description	Budgeted amount	Amount spent	%
Output 1.2: Strengthened county-level planning & public financial management (PFM) systems.			
Support counties to strengthen their public financial management systems, including internal audit, finance, accounts and budget, procurement and administration, pending bills and debt management. Training of county staff in all the 8 FCDC counties on PFM. Technical support from OAG at county level on debt management, audit preparation, and improving financial management systems at county level (4 counties in year 1).	66,000.00	45,683.52	69%
Programme quality assurance and logistical support: 1 Quality assurance officer support, 1 procurement officer contribution to staff time, and 1 finance officer contribution to staff time.	4,794.00	4,794.00	100%
Sub-total	70,794.00	50,477.52	71%
Output 1.3: Strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources			
Strengthen the capacity of CBEFs to effectively engage in planning and budget making processes: Training workshops for counties on CBEFs. Follow up on establishing of CBEFs through in-county technical support, public participation forums at sub-county level. Tracking process on CBEFs.	91,753.19	64,764.80	71%
Programme quality assurance and logistical support: 1 Quality assurance officer support, 1 procurement officer contribution to staff time, and 1 finance officer contribution to staff time.	4,771.00	4,771.00	100%
Sub-total	96,524.19	69,535.80	72%
Output 1.4 Strengthened coordination and oversight mechanism of multi-UN Agency initiatives established and operational for FCDC counties			
Turkana Joint Programme Coordinator & Technical Advisor, including oversight and coordination for the Cross-Border preparations on the Karamoja Cluster and supporting FCDC coordination).	148,859.00	117,998.43	79%
Convening of 2 multi-stakeholder meetings/workshops at senior and technical level at national and county government levels	215,000.00	103,515.52	48%

Description	Budgeted amount	Amount spent	%
to develop integrated programming strategies for Delivering as One in the Turkana & FCDC region. Focus areas: transformative peace; enabling Turkana/Karamoja to shape a cross-border component between Kenya and Uganda; advancing private sector engagement in FCDC around the Big 4; alignment of programme frameworks between partners.			
Admin./operational support for procurement, administration, financial control and reporting.	58,201.00	32,342.93	56%
Security services, DaO secretariat office equipment, electricity and cleaning, local transport & travel.	60,000.00	44,771.83	75%
Sub-total	482,060.00	298,628.71	62%
Support to Environment Issues			
Climate Change	363,000.00	362,501.70	100%
Disaster Risk Reduction	512,300.00	512,241.45	100%
Sub-total	875,300.00	874,743.15	100%
Project Management			
Prorated portion of staff costs for project implementation.	275,000.00	265,891.96	97%
Monitoring and evaluation and communications.	90,442.20	69,736.26	77%
Indirect Support Costs (GMS)	168,229.36	126,730.42	75%
Sub-total	533,671.56	462,358.64	87%
GRAND TOTAL			
	2,457,867.00	2,104,586.38	86%

Support to Devolution Process in Kenya: Project 00083473

Description	Budgeted amount	Amount spent	%
<i>Project Output 1: Policies, laws and institutional reforms for effective implementation of the Constitution of Kenya 2010 at national and county levels are adopted.</i>			
Support counties to develop public participation policies and bills using county model law on public participation already developed by counties, incl. CBEFs and Human Rights Based Approaches, SDGs.	60,825.00	60,824.71	100%
Capacity building in policy and legislation.	24,309.00	24,308.93	100%
Capacity building in policy formulation and legislation drafting (incl. re. Regional Economic Blocks).	5,328.00	5,327.16	100%
Sub-total	90,462.00	90,460.80	100%
<i>Project Output 2: Strengthened institutional and human capacities at national and county levels evident in supporting national and local development.</i>			
Work with CoG/KSG/CAF to train county staff on value and ethics, value for money principles	29,335.00	29,334.44	100%
Technical financial support development of performance management incl M & E and Performance Contracts	129,322.00	129,321.61	100%
Technical and financial support to county human resource and records management specific county training materials (74200), Advocacy events (75709), Dialogue events, subsistence workshops (75709), Transport (71600), Consultancies (71300)	149,758.00	149,756.23	100%
Sub-total	308,415.00	308,412.28	100%
<i>Project Output 3: Evidence-based planning, budgeting for improved service delivery at County level in tandem with reduced security threats and improved response to risk and disaster in selected counties.</i>			
Support to UN WOMEN Gender Based County Activities Including Gender Responsive Budgeting	653,612.00	648,994.18	99%
Support M & E and statistics functions in counties	220,391.00	220,390.88	100%
Support training on resilience and disaster risk reduction and climate change impact	701,485.00	701,483.67	100%
Sub-total	1,575,488.00	1,570,868.73	100%
<i>Project Output 4: Citizen Participation mechanisms and processes strengthened to ensure effective and equitable service delivery and people-centred devolved system of government</i>			

Description	Budgeted amount	Amount spent	%
Support popular versions of the County Integrated Development Plans (CIDPs)	58,555.00	58,553.93	100%
support to public participation engagement forums including the County Budget Economic Forum	9,920.00	9,918.48	100%
Support county civic education	8,100.00	8,096.45	100%
Sub-total	76,575.00	76,568.86	100%
Project Output 5: An integrated service delivery framework pilot implemented			
Technical and financial support to county level innovations	181,780	181,764.03	100%
Sub-total	181,780	181,764.03	100%
Project Output 6: Improved Programme Management Support to the devolution programme			
Programme Management Costs	337,882.00	337,881.57	100%
Communication, M&E, Office Administration	196,131.00	196,130.84	100%
Indirect Support Costs (GMS)	204,550.00	204,543.69	100%
Sub-total	738,563.00	738,556.10	100%
GRAND TOTAL	2,971,283.00	2,966,630.80	100%

13. Annex 1: Project Risk Matrix for January-December 2019

Scale is 1-5 (low to high) – the highlighted ones were applicable in 2019.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management Responses	Owner	Last update	Status
1	Overlapping mandates of institutions to support devolution	Aug. 2018	political/ strategic	P=3 I=4	UNDP's capacity development interventions at both national and county levels will seek to strengthen devolution institutions and legal frameworks	National/ county government/ FCDC	Dec 2019	Review during next quarter
2	Weak collaborative mechanisms between key players on devolution matters in counties	July 2018	political/ strategic	P=3 I=4	UNDP will facilitate frequent consultative forums among the players.	National/ county government/ FCDC	Dec 2019	Review during next quarter
3	Inter-County and Intra-County disputes especially over natural resources and county boundaries	Aug. 2018	political/ strategic	P=3 I=3	UNDP will continuously engage with relevant actors to ensure that dispute resolution mechanisms are established at both national and county levels.	UNDP (via DDWG, Conflict Groups)	Dec 2019	Review during next quarter
4	Diversion of government funds and attention due to natural disasters, drought, flood, or humanitarian crisis.	Aug. 2018	operational/ institutional	P=3 I=3	UNDP will work with national and county governments to enhance their capacity for disaster preparedness and response.	UNDP	Dec 2019	Review during next quarter
5	Fiduciary: Weak transparency and accountability for use of resources	Aug. 2018	operational/ institutional	P=3 I=3	UNDP will support use of country and county systems as part of the principles of development cooperation but will play a strong role safeguarding resources entrusted to it and managing fiduciary risks through: Ongoing M&E; Spot Audits; HACT checks; micro-assessment; strengthen county procurement capacity; upfront initial visits/training to IPs	UNDP	Dec 2019	Review during next quarter
6	Programming duplication by UN Agencies, Development Partners, GoK	Aug. 2018	operational/ institutional	P=2 I=3	UN level: To be monitored through the UN Devolution Working Group DP & GoK level: Devolution Donor Working Group and Devolution Sector Working Group.	UNDP	Dec 2019	Review during next quarter
7	Beneficiary institution capacity	Aug. 2018	operational/ institutional	P=3 I=3	To be assessed through monitoring and evaluation as per M&E frameworks and addressed at Devolution Donor Working Group and Devolution Sector Working Group.	UNDP	Dec 2019	Review during next quarter

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management Responses	Owner	Last update	Status
	implementation limitations							
8	Program design doesn't prove feasible (not flexible, fit for purpose, impacts not being realized, etc.)	Aug. 2018	operational/ institutional	P=2 I=2	Ongoing M&E; Peer review via Devolution Donor Working Group and Devolution Sector Working Group; PSC to receive mid-term evaluation. Create off-ramps.	UNDP	Dec 2019	Review during next quarter
9	Disagreement on the amount and timing of revenue to be allocated to counties.	July 2019	political/ strategic	P=4 I=4	To be monitored through engagement with CRA and counties to see impact of: a) delays occasioned by long debates on the amount to be allocated to counties; b) the actual amount allocated and if its level is sufficient for counties to undertake their mandate	UNDP	Dec 2019	Review during next quarter