

**United Nations Development Programme  
ERP supported Project Document with Annual Work Plan**

Government of KENYA

and

the

United Nations Development Programme

Title of Project: **SUPPORT FOR DEVELOPMENT AND IMPLEMENTATION OF VISION  
2030 MEDIUM TERM PLAN**

**Brief Description**

The long term outcome of this project is to *strengthen the capacity of the Ministry of Planning and National Development for enhanced efficiency, effectiveness, in the formulation and monitoring and evaluation of the delivery of pro-poor planning and policies*, CPAP outcome 48a; 49(v), 52 and 54. It will support the government in participatory development of the *Vision 2030* and its offshoot Medium Term Plan with an appropriate macro-economic framework. The main project output which will contribute to the intended outcome include: (i) Support to the government in the actual preparation of Kenya *Vision 2030 Medium Term Plan*; (ii) Support the government in institutionalisation of the National Integrated Monitoring and Evaluation system (NIMES) for the Vision 2030 Medium-Term Plan, (iii) Development and implementation of an Information Education and Communication (IEC). The activities to be carried out to produce the outputs include, (a) Creation of task force and facilitation to carve the Medium Term Plan from the long term *Vision 2030*; (b) Capacity building on M&E at national and district levels, to construct monitoring indicators at the sectoral, district and national levels to ensure proper project planning, appraisal and monitoring and evaluation; (c) Preparation of an IEC strategy for Vision 2030. The inputs that will be required to produce the outcomes include financial resources to procure the technical advisory services, UNVs, consultancies and travel costs for advisers.

Outcome(s)/Indicator(s)<sup>1</sup>: Outcome 2: "Enhanced capacities of key national and local level institutions for improved governance"; Expected Outcome(s)/Indicator (s)<sup>2</sup>: Vision 2030 medium term plan developed and implemented in Kenya

(CP outcomes linked to the SRF/MYFF goal and service line): CPAP component 2 number 48a; 49v, 52 53 (f) number (ii)

Expected Output(s)/Annual Targets<sup>3</sup>: output1: Kenya Vision 2030 Medium Term Plan developed and implemented; 1.1 NIMES launched and fully operationalised; 1.2IEC strategy FOR Vision 2030 Medium Term Plan developed and implemented. (CP outputs linked to the above CP outcome)

Implementing partner: Ministry of Planning and National Development  
(Designated institution/ executing entity)

Responsible parties: Macroeconomic Division, Macro Directorate, Ministry of Planning and National Development  
(Implementing entities)

Programme Period: April 2004 - December 2008  
Programme Component: **Empowerment**  
Project Title: *Support for Development and Implementation of Vision 2030 Medium Term Plan*  
Project ID: \_\_\_\_\_  
Project Duration: Jan-Dec 2008  
Management Arrangement: Ministry of Planning and National Development in Collaboration with UNDP

Budget US\$: 508,000  
General Management Support Fee \_\_\_\_\_  
Total budget: \_\_\_\_\_  
Allocated resources: \_\_\_\_\_  
• Government \_\_\_\_\_  
• UNDP TRAC US\$: 508,000  
• Other: \_\_\_\_\_  
    ○ Donor \_\_\_\_\_  
    ○ Donor \_\_\_\_\_  
    ○ Donor \_\_\_\_\_  
• In kind contributions \_\_\_\_\_  
Unfunded budget US\$: \_\_\_\_\_

Agreed by Government

 28-1-08  
Dr Edward Sambili, Permanent Secretary, Ministry of Planning and National Development, Government of the Republic of Kenya

THE PERMANENT SECRETARY  
MINISTRY OF FINANCE,  
P. O. Box 5000,  
NAIROBI.

 5-2-08  
Mr Joseph Kinyua, Permanent Secretary, Ministry of Finance

Agreed by UNDP

 19-02-2008  
Ms Elizabeth Lwanga, Resident Representative, UNDP

<sup>1</sup> For global/regional projects, this is not required

<sup>2</sup> For global/regional projects, these are outcomes identified in GP/RP

<sup>3</sup> For global/regional projects, these are outputs identified in GP/RP

<b>Title</b>	Support for development and implementation of <i>Vision 2030</i> Medium Term Plan
<b>Document Language</b>	English
<b>Source Language</b>	English
<b>Responsible Unit</b>	Empowerment Unit
<b>Creator (individual)</b>	Edward Sambili, Permanent Secretary, Ministry of Planning and National Development
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<b>Subject (Taxonomy)</b>	
<b>Date approved</b>	December 2007
<b>Audience</b>	
<b>Applicability</b>	<i>This AWP will be applicable to all UNDP supported programmes and CPAPs Empowerment component for assistance to the government in developing pro-poor planning policies. Its full cycle is expected to be for the period 2007-2012.</i>
<b>Replaces</b>	<i>KEN/05/021/A/01/99): Economic Recovery Strategy for Wealth and Employment Creation, Implementation and Monitoring.</i>
<b>Conforms to</b>	UNDP RBM Guidelines
<b>Related documents</b>	PID for Support for development and implementation of <i>Vision 2030</i> Medium Term Plan
<b>Mandatory Review</b>	December 2008

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## 1. Situation Analysis

As the Kenya Government's *Economic Recovery Strategy* (ERS) programme comes to its completion at the end of 2007, the government recognises that many challenges earlier recognized in the joint Common Country Assessment (CCA) - a joint analysis of the country's development by the various UN specialised agencies- persist. A recurrent theme in the assessment has remained the relationship between general economic growth and the persistence of poverty in the majority of the Kenyan population. The *Kenya Integrated Household Budget Survey* (KIHBS) Report, show that poverty has declined from an estimated 2006 level of 56 % to 46 % and that the economy grew by 6.1 percent in 2006/07.

The ERS project has impacted the development of Kenya and g. In the light of the progress made, Kenya has moved from a recovery position to one where the government will be consolidating on these gains through the *Vision 2030*. The government will operate *Vision 2030* through a series of 5-year medium term plans, the first of which will commence in January 2008

The Vision has expanded the ERS priorities to include interventions in key productive sectors, such as the agriculture sector and, in other revenue-generating sectors, such as tourism. Programmatic interventions in the social sector that led to the much acclaimed implementation of a Universal Free Primary Education (UPE) as well as interventions in the Health sector will be expanded to include free secondary education for the first two years of the four-year programme and provision of healthcare for the poor. The *Vision 2030* and its Medium Term Plan will address the challenges noted above and others that remain, if the country is to move towards a more sustainable recovery and economic development.

The overall objective of the Vision 2030 is to bring Kenya to a middle-level country, by the end of this period. Focus will be on three pillars, namely: (a) encouraging economic growth, (b) investing in people and reducing poverty and vulnerability and (c) strengthening institutions and improving governance.<sup>4</sup> Whereas the economic pillar envisions a country firmly set on a path towards industrialisation and a sustained economic growth of no less than 10 percent per annum in the next twenty five years or so, the social pillar seeks to move the country towards greater equity and balance in the distribution of national resources. The governance pillar on the other hand is geared towards securing achieving greater national

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<sup>4</sup> See, *Vision 2030*- presidential launch document. Government of Kenya, NESC, December 2006.

cohesion, integrity, accountability and political stability as the hallmarks and vehicles for securing any future economic growth.

Against this background, the intention of the UNDP Support to the Vision 2030 Medium Term Plan project is to assist the Government of Kenya through the Ministry of Planning and National Development in preparing and implementing the *Vision 2030* Medium Term Plan document, expected to be the first in a series of anticipated Medium Term Plans in support of the Vision 2030. The Project will support the actual preparation of the Medium-term Plan and capacity development for its Monitoring and Evaluation, including dissemination of its monitoring reports.

The support being given by UNDP under the Project will contribute to the larger objective by the government to articulate the Vision 2030 in a participatory way, to launch the main document and disseminate its content. To this end, its architect – the National Economic and Social Council (NESC) has conducted a series of provincial consultations to collect information for its formulation and has engaged consultants for its drafting. The launch is expected to be conducted by August 2007, after which the first Medium-term Plan for the period 2008-2012 will be drafted by the Ministry of Planning and National Development.

The National Integrated Monitoring and Evaluation System (NIMES), through which the Medium-term Plan will be Monitored and Evaluated was established in the year 2004 as the monitoring framework for the Economic Recovery Strategy. NIMES is a pillar of the Results-Based Management system's Performance Management Framework and is a complete and integrated framework for reporting by Directorates, Units and Semi-autonomous Agencies within the Ministry of Planning and National Development, Line Ministries, Parastatals, Civil Society and the Private Sector- operating at the National and sub-National levels - to the Ministry of Planning. The Ministry will in turn be responsible for reporting to the NECS, the Cabinet and to Parliament, through a series of reports, the chief of which will be the Annual Progress Report for the Vision 2030 Medium-term Plan.

The Ministry of Planning's Monitoring and Evaluation Directorate (MED), which is responsible for implementing NIMES will not undertake any data collection, but will receive information from these sources. Its monitoring reports will be utilized for on-going planning and budget allocations, which will provide an incentive for reporting by all responsible entities. MED is also preparing a national Monitoring and Evaluation Policy to help enforce the reporting arrangements. To date, MED - through NIMES- has been able to produce three

monitoring Annual Progress Reports (APRs) on the ERS and is in the process of drafting the Policy.

A large part of the monitoring and evaluation arrangements for the Vision 2030 Medium-term Plan will be the implementation of a communications strategy within the Ministry of Planning and National Development. Already a strategy exists, but new focus will be placed on determining the information needs of the government, civil society, private sector, development partners and citizenry, including the timing of mode of receipt of information from NIMES.

This Project in its support to the achievement of the output stated in the Results and Resources Framework and in the attached work plan and budget will provide advisory support to the Ministry of Planning and National Development in coordinating the larger on-going aspects of the Vision 2030 Plan and also assist in structuring and implementing the Medium-term Plan, including its Monitoring and Evaluation component.

## **2. Strategies for Implementation**

Against the foregoing background, this *Support for development and implementation of the Vision 2030 Medium Term Plan* project will adopt a series of strategic interventions that will encompass the enhancement of local level capacities within the ministry and government as a whole to enable it develop and implement the *Vision 2030 Medium Term Plan*. The strategy will also enable the government to consolidate on the gains of *ERS I*, lessons learnt and other challenges to inform the *Vision 2030* process. In specific terms, the strategy is based on the following elements:

- (i) Support to the government in the actual preparation of Kenya *Vision 2030 Medium Term Plan*;
  - (a) Creation of task force and facilitation to carve the Medium Term Plan from the long term *Vision 2030*;
  - (b) Establishment of a macro economic framework to accompany the Medium Term Plan and *Vision 2030*;
  - (c) Consultations and validation at the national, sectoral and district levels for the preparation of the Medium Term Plan for the *Vision 2030*;

(d) Identification of capacity gaps of Ministry of Planning and National Development for implementing the *Vision 2030* Medium Term Plan;

(e) Strategy for implementation of critical capacity needs;

(f) Preparation of Policy Research Papers in support of the *Vision 2030* Medium Term Plan.

(ii) Support the government in institutionalisation of the National Integrated Monitoring and Evaluation system (NIMES) for the *Vision 2030* Medium-Term Plan through the following specific activities;

(a) Capacity building on M&E at national and district levels , to construct monitoring indicators at the sectoral, district and national levels to ensure proper project planning, appraisal and monitoring and evaluation;

(b) Sensitization and capacity building to ensure an M&E Culture;

(c) Preparation of national M&E policy;

(d) Preparation of policy papers based on further analysis of survey and census data, in collaboration with national universities and research institutions.

(iii) Development and implementation of an Information Education and Communication (IEC) programme. The IEC component will not only contribute to the development of the national awareness of the government's development programme, but will also ensure the publication of relevant documents and policies for wider circulation and sharing, through:

(a) Preparation of an IEC strategy for *Vision 2030*.

(b) Technical support for the production of key publications and IEC materials. *MPND Bulletin*; special supplements; official statements, and releases.

(c) Capacity Development for local and regional media in social and economic development issues.

### **3. Management Arrangements**

The personnel involved in managing this Project will be the Permanent Secretary, Ministry of Planning and National Development; the UNDP Deputy Resident Representative in charge of programmes as the Senior Supplier; and the Economic Planning Secretary as the Senior Project Beneficiary. The project manager will be the Director of the Macroeconomic Directorate within the Ministry of Planning and National Development. The management structure is already elaborated in the separate PID document, while management responsibilities are described below.

**3.1 The Project Executive Group (PEG):** will be responsible for the overall direction and management of the Project. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and the Senior Supplier. The Senior Beneficiary represents the interests of those who will ultimately be affected and benefit from the Project activities. The Senior Supplier represents the interests of those designing and developing the project deliverables and providing Project resources. It will, indeed, monitor and control progress as well as review each completed stage of the project.

**3.2 The Project Assurance** work will be undertaken by a designated programme officer based at the UNDP and whose specific task is to ensure adherence to the business case (on behalf of the Executive). He will monitor the compliance with user needs and expectations (on behalf of Senior User); provide supplier assurance by spot-check of deliverables and outputs as well as undertake a review of deliverables via Quality Review.

**3.3 The Project Manager:** will undertake the day-to-day management of the Project; identify and obtain any support and advice required for the management, planning, and control of the Project; report progress through regular updates (e.g. meeting, email briefing, etc.); responsible for project monitoring and for the delivery of the projects deliverables as outlined in the Project Initiation Document (PID).

**3.4 UNVs:** who are recruited under this project will be reporting directly to the Head of Departments where they are located. Departmental Heads will compile the reports for the Project Manager and will also be responsible for the timely reporting of the UNVs' performances as well as contract related matters to the Project Manager who will in turn report on all UNV matters to UNDP.



### **3.5 Financial Management and Reporting**

In managing the annual work plan resources, the implementing partner has fiduciary and compliance responsibilities to the funding institution. It also has compliance responsibility for funding institutions' reporting procedures. Thus an audit of this annual work plan must fulfil the following set of objectives:

- a) Disbursements are made in accordance with the annual work plan;
- b) Disbursements are valid and supported by adequate documentation;
- c) An appropriate system for internal control is maintained by the implementing partner and can be relied upon;
- d) Annual work plan financial reports are fair and accurately presented;
- e) The annual work plan monitoring and evaluations are prepared as required;  
and
- f) Annual work plan disbursements are duly verified and replenishments are duly authorized by the implementing partner on a three-monthly basis.

All large and strategic procurement will be governed by UNDP regulations and procedures. The procurements will either be done by UNDP through a request from the Ministry or by the Ministry itself. If the Ministry decides to undertake the procurement the following procedures must be followed:

- a) Quotations from at least three vendors needs to be obtained
- b) Minutes from the selection process needs to be produced and signed by the selection board
- c) The original invoice, the quotations and the minutes needs to be sent to UNDP, together with a request letter for processing the payment

Within two months of the completion of the annual work plan or of the termination of the present agreement, the implementing partner shall submit a final report on the annual work plan activities and include a final financial report on the use of United Nations Development Programme funds, as well as an inventory of supplies and equipment.

### **4. Monitoring and Evaluation**

The tracking of the achievement of the annual work plan will be the responsibility of the implementing partner and the UNDP Programme Officer, within the Empowerment Unit. The aim will be to provide timely information about the progress, or lack thereof, in the production of the outputs and achievement of the annual work plan objectives. The mechanisms that will be used to monitor the annual work plan will include the following:

- i. Quarterly progress report, technical and financial report prepared by the annual workplan implementing partner;
- ii. Annual progress report, technical and financial report prepared by the annual workplan implementing partner at the end of the year; and
- iii. Routine review meetings between the implementing partner and United Nations Development Programme.

An evaluation of the United Nations Development Programme outcome to which the activities of this annual work plan contribute to achieve will be carried out.

#### **5. Publicity and Publications**

Unless UNDP requests or agrees otherwise, the implementing partner and collaborating parties shall take all appropriate measures to publicise the fact that the project has been funded by UNDP. Information given to the press, project beneficiaries, all related publicity materials, official notices reports and publications, shall acknowledge that the activity was carried out with funding from the UNDP, and shall display in an acceptable way the UNDP logo.

#### **6. Legal Context**

The United Nations Development Programme's *Country Programme Action Plan for Kenya 2004-2008* shall be the instrument referred to as such in article 1 of the Standard Basic Assistance Agreement between Government of Kenya and United Nations Development Programme signed by the parties on 17 January 1991. The *Annual Work Plan* constitutes an annex from the CPAP. The UNDP Rules and Regulations shall regulate the general AWP management

## PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

UNDAF outcome #2: *Enhanced capacities for key national and local institutions for improved governance.*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: *"strengthened capacity of key institutions for enhanced efficiency, effectiveness transparency and accountability".*


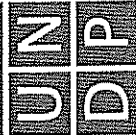
Applicable MYFF Service Line:

Partnership Strategy: NEX

Project title and ID (ATLAS Award ID):

Intended Outputs	Measurable Output Targets for 2007/08	Indicative Activities	Responsible parties	Inputs
1. The preparation of Kenya Vision 2030 Medium Term Plan supported.	<ul style="list-style-type: none"> <li>(i) Task force created</li> <li>(ii) Macro economic framework established</li> <li>(iii) Consultations undertaken</li> <li>(iv) Capacity gaps identified</li> <li>(v) strategy for capacity building formulated and critical areas addressed</li> <li>(vi) Policy research papers prepared</li> </ul>	<ul style="list-style-type: none"> <li>(i) Create task force to facilitate carving the Medium Term Plan from the Vision 2030;</li> <li>(ii) Establish a macro economic framework to accompany the Medium Term Plan of Vision 2030;</li> <li>(iii) Consultations and validation at the national, sectoral and district levels for the preparation of the Medium Term plan for Vision 2030;</li> <li>(iv) Identify capacity gaps of MOPND for implementing the Medium Term Plan and Vision 2030;</li> <li>(v) create strategy for implementation of critical capacity needs;</li> <li>(vi) Preparation of Policy Research Papers in support of the Vision 2030 Medium Term Plan</li> </ul>	<ul style="list-style-type: none"> <li>MOPND staff team;</li> <li>technical advisors,</li> <li>GoK officers and external consultants</li> </ul>	<ul style="list-style-type: none"> <li>Adviser, Travel Cost For Adviser</li> <li>Consultancy services</li> <li>Consultancy services</li> </ul>
2. Operationalization of the National Integrated Monitoring and	(i) Indicators developed	(i) Capacity building on M&E at national and district levels to develop indicators at the	MED Directorate, consultants	Adviser, 3 UNVs, Travel Costs for Adviser
				<b>USD 144,000</b>

<p><b>Evaluation System (NIMES) supported</b></p>	<p>(ii) Sensitization and capacity building conducted</p> <p>(iii) National M&amp;E policy prepared</p> <p>(iv) Policy papers prepared</p>	<p>sectoral, district and national levels to ensure proper project planning, appraisal and monitoring and evaluation;</p> <p>(ii) sensitization and capacity building for ensuring an M&amp;E Culture.</p> <p>(iii) preparation of national M&amp;E policy</p> <p>(iv) preparation of policy papers based on further analysis of survey and census data, in collaboration with national universities and research institutions;</p>		<p>US\$ 246,000</p>
<p><b>3. Development and implementation of Education and Communication (IEC) Strategy for Vision 2030</b></p>	<p>(i) IEC strategy for Vision 2030 approved.</p> <p>(ii) Vision 2030 document; MPND <i>Bulletin</i>; Special supplements; official statements, and releases, such as PER, first Vision 203 Medium-Term Plan APR; MDGs progress report; APRM report etc.</p> <p>(iii) A cadre of development journalists producing at least 8 local and 8 regional articles on Vision 2030 and other topical development issues.</p>	<p>(i) Preparation of a IEC strategy for Vision 2030.</p> <p>(ii) Technical support for the production of key publications and IEC materials. MPND <i>Bulletin</i>; special supplements; official statements, and releases.</p> <p>(iii) Capacity Development for local and regional media in social and economic development issues.</p>	<p>Adviser; MPND staff team; UNVs and external editors/consultant</p>	<p>Adviser; 3 UNVs, Travel costs for Adviser</p>
				<p>US\$ 118,000</p>
			<p>TOTAL</p>	<p>US\$ 508,000</p>

 		United Nations Development Programme											
		Kenya											
		Year: 2007											
		Project Number: (Award ID)											
		Project Title: <i>Support for Development and Implementation of Vision 2030 Medium Term Plan</i>											
Proj. ID	Expected Output	Key Activities	Timeframe				Resp. Party	Planned Budget					
			Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount		
	1. The preparation of Kenya Vision 2030 Medium Term Plan supported.	(i) Create task force to facilitate carving the Medium Term Plan from the Vision 2030; (ii) Establish a macro economic framework to accompany the Medium Term Plan of Vision 2030; (iii) Consultations and validation at the national, sectoral and district levels for the preparation of the Medium Term plan for Vision 2030;	x	x	x	x							
							UNDP			Travel			10,000
							UNDP			Adviser			114,000
							UNDP			Consultancy Services			10,000



