

4.0 PURPOSE

4.1 The primary purpose of this project is to strengthen capacities of the government for greater efficiency, effectiveness, transparency, and accountability in the formulation of policies, planning and implementation of the UNDP Country Programme Document (CPD) 2014-2018. This will in turn support the critical CPD areas namely: (i) devolution and accountability; (ii) productive sectors and trade; (iii) environmental sustainability, renewable energy and sustainable land management; (iv) community security social cohesion and resilience. In addition, this project will support the strengthening of capacities within UNDP's Programme Oversight Management Unit in terms of deepening Gender mainstreaming, Partner Outreach, Communications and Coordination activities. The project will further support the strengthening of Monitoring and Evaluation of the CPD. The secondary purpose is to strengthen capacities within UNDP's Programme Oversight Management Unit in terms of deepening M&E, Gender, Partner Outreach and Coordination activities in support of UNDP's new Country Programme Document (2014-18).

4.2 The UNDP CPD has essentially four programme/policy pillars. The first result area on **devolution and accountability** aims to ensure that devolution meets the citizens' needs in accordance with the Constitution. This will be actualised through supporting the development and implementation of policy and legislative frameworks; institutional strengthening; and transformative leadership and citizen engagement at the County level. It will also entail strengthening capacities of national rights institutions and CSOs, including those promoting rights of women and persons living with HIV and AIDS.

4.3 Under the second result area on **productive sectors and trade**, the broad focus is to provide support to facilitate creation of a conducive business environment at both devolved and national levels, that will nurtures local capacities and innovation; facilitates private sector development driven small and medium-sized enterprises (SMEs); and promotes entrepreneurship and acquisition of vocational skills, targeting women, youth and marginalized groups. Based on a national deprivation index, **4 counties namely: Kwale, Turkana, Taita Taveta and Machakos** will initially be targeted for support in terms of economic empowerment of youth, women and other marginalized groups through county business development and promotion centres. Other counties will be incorporated in subsequent years. Selected analytical socio-economic studies and assessments to inform sustainable development policy formulation will be conducted.

4.4 Result area three on **environmental sustainability, renewable energy and sustainable land management** focuses on renewable energy, natural resource management policy development, environmental sustainability and governance, including biodiversity protection. To achieve this, support will be provided to the Government to harness the potential of the recently discovered oil, gas and mineral resources to create sustainable and inclusive economic growth with an emphasis on the enactment and enforcement of policies and regulatory frameworks that ensure environmental preservation, job creation and local development.

4.5 The fourth result area on **community security, social cohesion and resilience** aims to build the capacities of institutions, communities and vulnerable people, particularly women, to increase their resilience and reduce the risks and impacts of disasters, recurrent conflicts, violence and shocks, including from climate change. It will also focus on supporting the development of conflict management policies, strategies and programmes; building the



capacities of institutions and communities, especially women and youth, to establish and operationalize coordination mechanisms and systems for mitigation and preparedness, early warning and timely response to disasters; and mainstreaming peace building, reconciliation, community security and DRM into key sectors and CIPs.

4.6 The above will be realized through strengthening and deepening partnership and coordination between the Government of Kenya, the UNCT in Kenya and development partners, enhanced resources mobilization to support effective implementation of MTP II, UNDAF and UNDP CPD, enhancing the institutional capacity of UNDP Country Office to design and execute targeted communication, advocacy and outreach initiatives, strengthening the UNDP Monitoring and Evaluation, Audit offices, strengthening the institutional capacity of the Resource Mobilization Department to effectively execute its mandate and support harmonization, alignment and coordination of aid in order to enhance programme implementation and accountability for results. The successful implementation of this project will result in the realization of the overarching objective of the UNDP of contributing to the achievement of national developmental goals, aspirations and commitments to the people of Kenya as espoused in the Kenya Vision 2030 and the Second Medium Term Plan: 2013-2017.

4.7 This Project Document (PD) will address the following fundamental aspects of the CPD:

- a. Mobilization of resources from development partners to support the implementation of the MPTII and UNDP CPD;
- b. Support for enhanced coordination of development partners and diversification of donor base to new CPD to include BRICS, MINTS and Philanthropic Foundations
- c. Support for high level policy advice to government in the context of MTP II and Constitution implementation;
- d. Support to Resource Mobilization Department (RMD), National Treasury for effective coordination of the UNDP projects across government and other implementing partners
- e. Strengthening of M&E, Implementation Oversight and presence of Gender across all projects;

f. Support for the realization of UNDP's Country program Document (CDP 2014-2018) through:

- (i) Support for recruitment of project support personnel and consultants to CPD;
- (ii) Support for improved definition, initiation, operation and timely closing of projects;
- (iii) Support to enhanced application of Results Based Management systems;
- (iv) Support for better identification and facilitation of training activities;
- (v) Support for effective and timely procurement of goods and services;

4.8.2 The project will provide limited support in form of consultancies; deployment of national UNV's (four) to key areas of the National treasury engaged in interface with the United Nations especially UNDP; recruitment of policy Advisors; preparation of reports and advisory services around CPD activities which includes holding of High level consultative forums and convening of meetings/workshops.

It is against this flexible but highly needed support that UNDP will continue to partner with the government in the implementation of MTP II, provide support for Sustainable Development Goals (SDGs now post 2015 MDGs agenda) through the MDGs Accelerated Framework (MAF) and Constitution implementation across a wide range of areas. Particular focus will however be given to the realization of the four strategic result areas of the UNDP's Country program Document (CDP 2014-2018).

4.8.1 UNDP continues to provide high level policy advice and support to government in various areas in form of advisors, technical experts to key institutions and programmes. UNDP will continue to support the production of key documents and publications and the convening of high level policy meetings.

4.8 Support for advisory services for MTP II and constitutional implementation provided

In more detail, this project will provide support for the following:

- g. To support the effective transition of the UNDP's previous uncompleted work under the CPAP in the CPD;
- h. Support for effective monitoring and Evaluation of the CPD in line with the Monitoring and Evaluation strategy of UNDP;
- i. Support for Audits of projects being implemented under the UNDP CPD (2014-2018);
- j. Support for communication, advocacy and outreach initiatives under the CPD.
- k. Support to deepening the presence of CPD cross cutting themes e.g Gender, Human Rights, Conflict Sensitivity and coordination in new/ongoing programmes under the CPD



4.9 Support to the Resource Mobilization Department, National treasury for coordination of UNDP's programme and policy interventions, harmonization and alignment to national priorities

4.9.1 The Resource Mobilization Department of the National Treasury will provide the overall oversight and coordination of programming and budgeting across government for the entire CPD activities. In order for the National Treasury to effectively execute this mandate, the project will support the following activities

1. To monitor and evaluate the implementation of the CPD within the 4 SRGs;
2. Annual review of the various Country Program Documents (CPDs)
3. Coordination – linking all UN programmes to the SRAs
4. To participate in the joint field missions and site visits;
5. Hold quarterly meetings with implementing partners;
6. The secretariat will attend all CPD project steering committees/Board meetings
7. Coordinate and convene meetings for the National Steering Committee (NSC) in consultation with the Resident Coordinator's (RC) Office.

4.10 Support for effective Monitoring and Evaluation of the CPD, deepening of gender and human rights mainstreaming within programmes

4.10.1 Monitoring and Evaluation under the new CPD will be closely aligned to the UNDP Global M&E Strategy. Likewise with Gender activities in preparation for the Gender Seal Exercise (2015/2016) this will be undertaken in line with UNDP's Corporate Gender Strategy (2014-18). The UNDP monitoring and evaluation framework addresses the monitoring and evaluation of development results. It is intended to align monitoring and evaluation systems with Results Based Management methodology in tracking and measuring the performance of UNDP interventions and strategies and their contributions to outcomes. The framework aims to provide simple, flexible and forward-looking tools. The system will also further aims to promote evaluative knowledge and learning around outcomes and simplification and monitoring progress towards achievement of results; systematically reporting on those results; and integrating lessons learned into management decisions and future programming initiatives.

4.10.2 In line with aid effectiveness principles, this project will support and strengthen the capacity of the UNDP POMU as well as IP's and government to jointly monitor and evaluate implementation of the CPD focusing on the 4 result areas.

4.10.3 A sound monitoring and evaluation system aligned to results-based management will therefore be developed at the UNDP and linked to the National Integrated Monitoring and Evaluation system (NIMES) to ensure effective, government led measurement of results. The system will be complemented by other innovative and modern technology

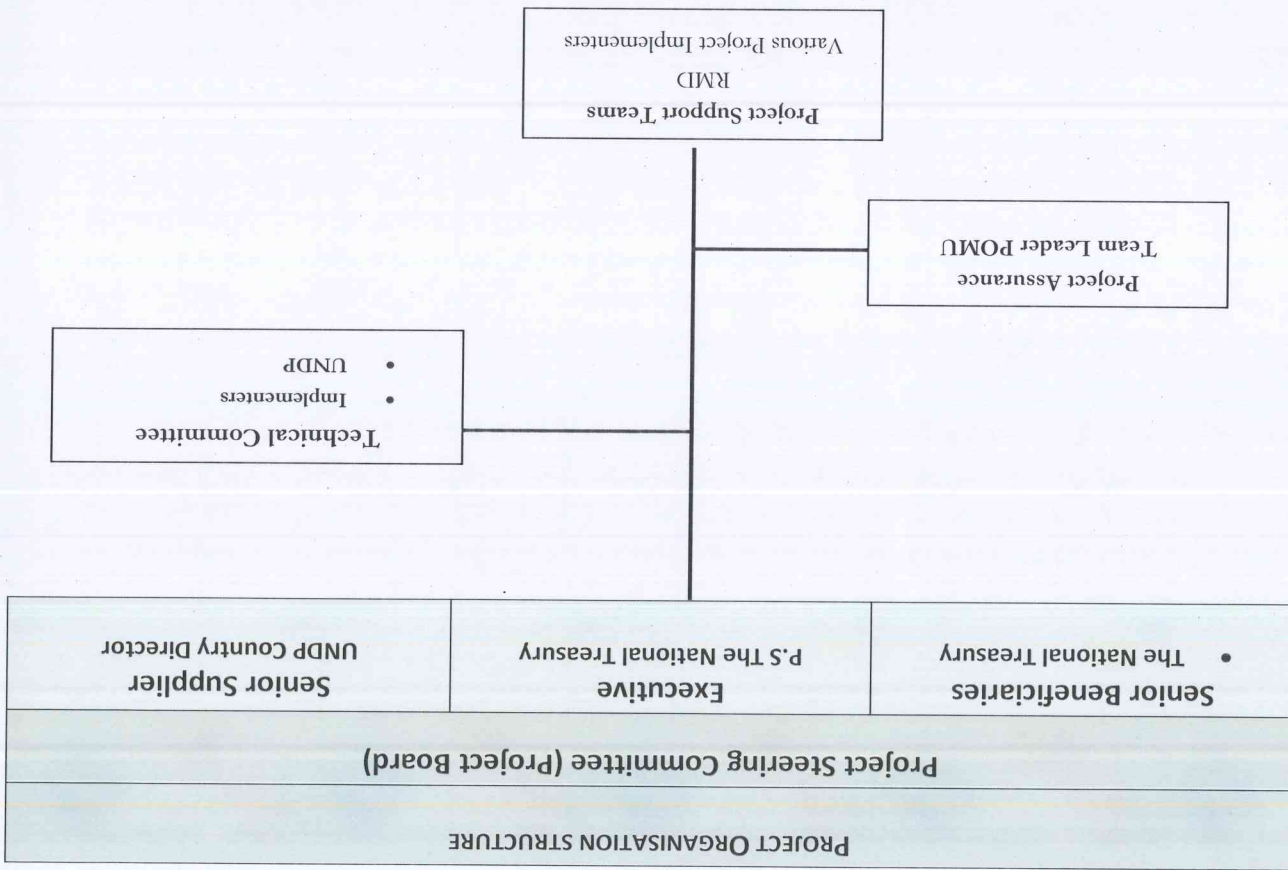
- based M and E tools sourced from UNDP globally. The data collected and the continuous tracking of progress will provide invaluable feedback to strengthen performance and improve service delivery to the public. Similarly with Gender, the Gender Marker will be closely monitored across programmes under the CPD to ensure full compliance.
- 4.10.4 UNDP's positioning within the UNDAF through its CPD) will be strengthened through more regular briefings to Dev Partners including the BRICS, MINTS and Philanthropic Foundations.
- 4.11.0 Support for effective communication, advocacy support for effective monitoring and evaluation of the UNDAF and CPD as outlined in the global monitoring and evaluation framework of the UNDP
- 4.11.1 Communication will play an important role in the visibility of the CPD programmes and projects as well as for resource mobilisation. An effective communication along these lines will require that communication issues and challenges be addressed and embedded within this project for sustainability. This will demonstrate to all stakeholders the critical work being done by UNDP Kenya.
- 4.11.2 The communication unit will be responsible for learning, knowledge management, advocacy and communication as well as crafting of right messages. Communication, information dissemination and advocacy are vital components of the work of UNDP in Kenya as they help to raise its profile by giving visibility to its policies and programmes and building and strengthening partnership with major stakeholders. The overriding objective of an effective communications and advocacy is to ensure that technical cooperation programmes achieve sustainable capacity development through effective transfer of knowledge besides realising value for money. It also helps to strengthen public support for national policies and improve quality of development assistance.
- 4.11.3 This project will therefore strengthen the capacity of the communication function within the UNDP and the National Treasury in order to promote understanding, manage knowledge and give visibility to the CPD activities. Some of the communications activities will include the support for the transition from CPAP to CPD, positioning UNDP as partner of choice in key policy agenda and further expand funding opportunities for the programme, raise the profile of the MTP2, UNDAF and the CPD as key development frameworks and support media campaigns on thematic areas under the new CPD. In addition, the UNDP will disseminate evidence-based policy analysis to support planning, implementation, monitoring and evaluation of development results and provide policy advice and advocacy to enhance programme quality. The UNDP has committed 2% of its non-core resources to communication and advocacy activities.



5.1 Project Steering Committee

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

The project management responsibilities depicted in the flowchart above, are summarised as follows:



PROJECT ORGANIZATION STRUCTURE

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

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

The PSC shall meet on a quarterly basis. The membership to the Steering Committee includes the following:

1. PS, National Treasury
2. UNDP Country Director
3. Representatives of key Donors
4. Representatives of implementing partners

#### 5.2 Project Assurance

This role is delegated to the Team Leader POMU

- I. Monitor the compliance with user needs and expectations (on behalf of Senior User)
- II. Supplier Assurance carried out by spot-check of deliverables and outputs
- III. Review of Deliverables via Quality Review

5.3 Project Support

The overall Project Management rests with the National Treasury, while the day-to-day technical management lies with the various implementers, supported by the Project Coordinator.

- i. The Project Coordination will be provided by the Director, RMD, whose role will include the following.

a. Day-to-day management of the Project;

b. Identification of and obtaining support and advice required for the management, planning, and control of the Project;

Liaise between National Treasury and UNDP, reporting progress through regular updates

- a. Responsibility for Project monitoring (UNDP/Nat.Treasury);
- b. Ensure the project deliverables are achieved as outlined in the Project Document