



Empowered lives.
Resilient nations.

Extractive Industries for Sustainable Development

Project Number 00088616 (Strategic Advisory Facility)

Quarterly Progress Report (January to March 2017)



Project Summary

Project Duration: June 2016 – July 2018

Project Budget: US \$ 1,523,737

Annual Budget: US \$ 385,000

Donor	Project budget US\$
UNDP	300,000
DFID	1,234,737
Total	1,534,737

Cumulative expenditure (including for the reporting period): USD \$126,625

Contact Persons:

Boniface Kitili

Team Leader, Inclusive Economic Growth

Tel. +254 20 762 5169

Email: boniface.kitili@undp.org

Joan Vwamu

Project Manager,

Tel. +254 20 762 5225

Email: joan.vwamu@undp.org

Responsible Parties: *Ministry of Mining*

With support from



1 Table of Contents

2	Acronyms.....	3
1.	Executive Summary.....	4
2.	Progress towards development results.....	6
2.1.	Progress towards CPD outcome	6
3.	Progress towards project outputs.....	6
3.1.	Support under the Geo-Technical Operations.....	7
3.2.	Concession Management and Revenue Optimisation.....	8
3.3.	Sector Reforms and Strategies	9
3.4.	Gender Development Results.....	9
4.	Targeting, sustainability of results, strengthening national capacities and South-South and Triangular Cooperation.....	10
5.1	Targeting	10
5.2	Sustainability	10
5.	Partnerships.....	11
6.	Monitoring and Evaluation.....	11
7.	Knowledge management.....	12
8.	Challenges/Issues	12
9.	Lessons Learnt and Way Forward	12
10.	Expected Results during Q 4.....	12
11.	Risks and Mitigation Measures	14

2 Acronyms

AG	Attorney General
ALSF	Africa Legal Support Facility
ASM	Artisanal and Small Scale Miners
AWEIK	Association for Women in Energy and Extractives in Kenya
AWP	Annual Work Plan
BGS	British Geological Survey
CBK	Central Bank of Kenya
CPD	Country Programme Document
CS	Cabinet Secretary
DFID	Department for International Development
EOI	Expression of Interest
DGS	Directorate of Geological Survey
GETI	Geological Exploration Technology Institute
GoK	Government of Kenya
GROOTS	Grassroots Organizations Operating Together in Sisterhood
ICT	Information Communication and Technology
IDLO	International Development Law Organization
ILEG	Institute for Legal and Environmental Governance
KEPTAP	Kenya Petroleum Technical Assistance Project
KRA	Kenya Revenue Authority
MoM	Ministry of Mining
MoU	Memorandum of Understanding
MRB	Mineral Rights Board
MLAC	Ministerial Licensing Advisory Committee
NOCK	National Oil Corporation
OPM	Oxford Policy Management
PS	Principal Secretary
RFP	Request for Proposal
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UN Women	United Nations Women
UK	United Kingdom
WWF	World Wildlife Fund

1. Executive Summary

A. Background

Under the Kenyan Constitution 2010, all minerals are held in trust for the people of Kenya by the national government. Mineral management is done through legislation while Article 60 calls for sustainable exploitation, utilization, management and conservation of environment; Article 69 requires equitable sharing of benefits from exploitation of minerals. It is in this regard that UNDP and DFID are supporting the Ministry of Mining (MoM) to undertake its various functions aimed at enhancing the growth of the mining sector in the country. Kenya has realized that the sector has the potential to significantly contribute to national and local economic growth and development.

The MoM is focused on accelerating development in the mining sector through progressive reengineering of various efforts such as strengthening human and institutional capacity by engaging high-calibre expertise to infuse dynamism and efficiency in the attainment of its strategic objectives and priorities. Towards this end, the MoM has brought on board Advisors to provide technical support and enhance capacity in various strategic areas of the MoM.

B. Objectives of the Strategic Advisory Facility

The main role of the Advisors is to support the implementation of MoM's transformative agenda while at the same time building internal capacities. The United Kingdom (UK) Department of International Development (DFID) and United Nations Development Programme (UNDP) are providing support for this human and institutional capacity building initiative hereafter referred to as the "Strategic Advisory Facility". The Advisors were recruited by the MoM in close consultation with, and following the approval of the Kenya Public Service Commission. Their salaries were benchmarked against the market consultancy rates following their work experience, education level and proposed amount. The Strategic Advisory Facility aims at supporting the following thematic areas within the MoM:

1. **Geo-technical Operations:** Includes support, capacity building and advisory services in the areas of airborne geophysical survey planning and implementation, setting up of a national geo-data bank, upgrading of existing laboratory services and increasing mineral exploration.
2. **Concession Management and Revenue Optimization:** Includes supporting reengineering the framework of mining concession management and revenue optimization.
3. **Sector Reforms and Strategies:** Support the implementation of sector reforms and strategies to ensure progressive implementation.
4. **Strategic Communication and Sector Liaison:** Includes development and operationalization of frameworks to support strategic communications and community liaison.
5. **Marketing, Promotion and Mineral Value Addition:** Supporting re-engineer the framework of Marketing, promotion and Mineral value addition to align with priorities set up in the Ministry's plans and frameworks and with the African Mining Vision to deliver an effective and efficient strategy, which will lead to the attainment of Kenya's desire to be a Mineral Trading hub.

The Strategic Advisory Facility is contributing to ensuring that the extractive sector in Kenya is governed in a more participatory, equitable and sustainable way, contribute to peace and sustainable human development. Besides ensuring that the human and institutional capacity is in place to effectively support sustainable management of the extractive sector, this support is also contributing to DFID Kenya's Extractives Programme outcomes (i) improved governance of mining industries, (ii) investor friendly mining policy implemented and (iii) communities benefit from mining and are supportive.

C. Results in the quarter

1. During the implementation period, all the five Advisors were recruited. These Advisors were specialists in the following areas; Geo-technical Operations; Concession Management and Revenue Optimization; Sector Reforms and Strategies; Strategic Communication and Sector Liaison and Marketing, Promotion and Mineral Value Addition. The Strategic Advisory Facility full capacity contribute to the achievement of the Ministry's priorities which are aligned to national development.
2. Through the support of the Strategic Advisory Facility, new partnerships were formed and the existing ones deepened. These include Africa Legal Support Facility, IDLO, WWF. ILEG among others.
3. The facility strengthened inherent capacities at the Ministry which in turn enhanced the Ministry's corporate image as an effective regulator.
4. The Advisors also enhanced mentorship through learning and working together with the technical staff on different tasks. This enhanced the monitoring and reporting of implemented activities for it was done as a team.
5. All the support contributed significantly in the implementation of the Mining Act 2016 and development of the mining regulations, as this was done, public participation was ensured to involve key stakeholders in the decision making.

D. Key lessons learned

Being an election year, the Ministry worked hard to implement most of the identified priorities before the electioneering period. This was to avoid any political interference that would arise from the campaigns. There remains the challenge of limited resources which cause constraints in implementation. The Ministry continued to improve on the mentorship programme and the Advisors worked together to enhance achievement of organizational results.

E. Finances

Up to March 2017, **USD 182,700** had been utilized out of the total **USD 358,457** that was allocated to the annual implementation of the facility. This is an implementation rate of **47.3%**. This is expected to improve as the facility has all the five Advisors on board now.

2. Progress towards development results

2.1. Progress towards CPD outcome

Relevant CPD Output 3.2.3: The extractive sector in Kenya is technically strengthened to apply measures that protect the environment and invest in community development and social services

Summary achievement based on CPD output targets

Target	Summary achievement to date
<p>Recruit 5 Advisors by end of 2016 to support the following areas:</p> <ol style="list-style-type: none"> <i>Geo-technical Operations.</i> <i>Concession Management and Revenue Optimization</i> <i>Sector Reforms and Strategies</i> <i>Strategic Communication and Sector Liaison</i> <i>Marketing, Promotion and Mineral Value Addition</i> 	<p>The Strategic Advisory Facility supports the MoM whose management and operational structures are not fully in place due to understaffing and limited capacity. It is important to support the Ministry to ensure efficient and effective implementation of its mandate. In this regard, this project responds to this need by providing a framework for providing additional capacity and building the capacity of the existing staff with a view to ensuring sustainability and effective institutional capacity to support sustainable management of the extractive sector. Capacity development through support with advisors shall provide the much-needed technical assistance to the MoM at the strategic level.</p> <p>These interventions are expected to result in improved governance of the mining sector, promote implementation of investor friendly mining policies and ensure communities are supportive and benefit from mining thus ensuring improved business environment and efficient revenue collection systems. Overall, this support shall contribute towards reduction of poverty.</p> <p>During the implementation period, all the five Advisors were recruited. The Strategic Advisory Facility's full capacity will contribute to the achievement of the Ministry's priorities which are aligned to national development.</p>
Overall statuses	Completed

3. Progress towards project outputs

Summary achievements based on project output targets

Project output Indicator	Summary achievement to date
<p>Number of legal, policy and regulatory frameworks in place to ensure gender sensitive, transparent, accountable and inclusive revenue management</p>	<ol style="list-style-type: none"> The 14 regulations that were presented to the National Assembly's Committee on Delegated Legislation were cleared for publication by the Attorney General (AG). The process of formatting of the draft regulation by the AG's office is currently ongoing. Out of the 14 regulations developed, 7 were enacted and the remaining 7 are with the AG for formatting and gazettelement. The online transaction of Cadastre has been reconfigured to conform to the Mining Act 2016 and all new applications and existing mineral rights converted to corresponding types as per the new Act. The Royalty Management Framework developed to ensure seamless disbursement of the 20 and 10% royalties share to counties and communities in Mining Areas.

4. Artisanal and Small Scale Miners (ASM) now recognized by Kenyan law. The Ministry of Mining has targeted enhancing participation of women and youth in the mining sector to ensure they benefit from Mining. The facility supported and promoted the participation of Women in Mining through organizing the women to register the Association for Women in Energy and Extractives in Kenya(AWEIK) for sustainability of their initiatives and governance.

Overall Status

Ongoing

The MoM whose management and operational structures are not fully in place due to understaffing and limited capacity needed support to ensure efficient and effective implementation of its mandate. The Strategic Advisory Facility provides a framework not only for additional capacity but also building the capacity of the existing staff with a view to ensuring sustainability and effective human and institutional capacity to support sustainable management of the extractive sector. There have been notable achievements due to the support provided by the group. Some of the achievements resulting from the implementation led by the Advisors include:

3.1. Support under the Geo-Technical Operations

The Ministry of Mining of Mining re-initiated negotiations with the Geological Exploration Technology Institute (GETI) of Jiangsu Province China on a proposal that was to be funded via a bilateral loan from the EXIM Bank of China to the tune of Kshs. 7 billion. This was to support the implementation of the airborne geophysical survey. The Advisor also supported the MoM in identifying alternate sources of funding for the airborne survey, meetings were held to discuss the possibility of other development partners supporting the airborne survey. A high-level work plan and cost estimate was provided to the World Bank.

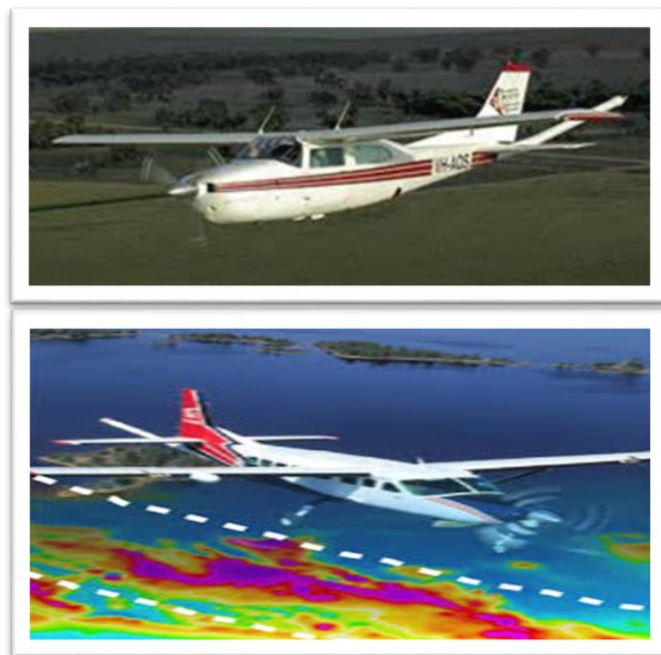


Fig 1 and 2 aircrafts used for airborne survey

In setting up of a national Geo-data bank, the procurement process for the Geo-data Centre, ICT hardware and software was initiated and several key ICT equipment including servers and personal computers were procured. Discussions were also initiated between British Geological Survey (BGS) and MoM on terms and conditions pertaining to digitization, use, copyright and ownership of Kenya geological currently stored at BGS prior to repatriation to Kenya. Discussions with Public Works and

MoM Procurement to review status of pending upgrades to Madini House and specifically upgrades to the Geo-data Centre facilities were advanced and a budget of Kshs. 50 million allocated from the government for the upgrade which was expected to start in April 2017.

On upgrading of existing laboratory services and increasing mineral exploration, the Advisor continued to track progress of procurement and installation of new equipment for the laboratory. The laboratory will provide qualitative mineral analytical services, certify minerals, identify various precious and semiprecious minerals, carry out research on mineral analytical technique; and provide lapidary services. This is important information required by investors on minerals quality and quantities.

3.2. Concession Management and Revenue Optimisation

The Online Transactional Cadastre Portal is a web-based system for management of Concessions & Mineral Rights. It is an effective and efficient system that replaces the paper-based applications for new mining licences as well as renewal of existing ones without direct personal contact with members of staff of the ministry. One can identify the areas they wish to do exploration or mining activities online to check if the area is free, plot their coordinates on the area to reserve it and upload their application for the area including all the required documentation, technical and financial reports, company profile as well as payments receipts. All these will be done without direct contact and at the prospective applicants' comfort whether at homes, offices or at cyber-cafes.

This system which is part of a government-wide reform programme to expand e-government is now a mandatory requirement under the new Mining Act 2016 which came into effect on 27th May 2016. Thus far, the Cadastre system reduced the processing and approval of licensing from six months to a maximum of ninety days with further reductions expected. Other than efficiency, this online system is aimed at minimizing corruption.

The contract for the reconfiguration of the Cadastre system to conform to the Mining Act 2016 was signed and the upgrading embarked. There were Key staff of the Cadastre system who participated in a special training in Cape Town South Africa Organized by Spatial Dimension which is the firm contracted to reconfigure the Cadastre.

The Mineral Rights Board (MRB) was established and Members of the Board appointed. Inauguration and induction will take place once the Chair of the Board is appointed.

The Inter-Ministerial Task Force on Royalty Benefit developed a Royalty Management Framework. The Framework was aimed at ensuring disbursement of the share of royalties to counties and communities is done as prescribed in the Mining Act 2016. Counties are to receive 20% while communities are to receive 10% of all royalties collected from Mining companies. The framework is to be subjected to stakeholder consultations

3.3. Sector Reforms and Strategies

The Advisors facilitated the development of 14 mining regulations and facilitated the process of stakeholder engagement. Workshops were held to review the 14 regulations which were later presented to the National Assembly's Committee on Delegated Legislation for final review and approval. Out of the 14, 7 were enacted while the remaining 7 were submitted to the Attorney General for publication/gazettement.



The other remaining 9 mining regulations are currently being drafted and they are: Health and safety (Mine Safety) regulation; Mineral Agreements Regulations; Model for Mineral Agreements; Value Addition regulations; Radio Active minerals regulations; Exploration and Mining Offshore regulations; Minerals commodities exchange regulations; Limits of Capital expenditure for Listing on the Stock exchange by Holders of Mining Licences 3 years after commencing production and Export and Import of rough diamonds regulations.

The facility also supported and promoted the participation of Women in Mining through organizing the women to register the Association for Women in Energy and Extractives in Kenya(AWEIK) for sustainability of their initiatives and governance. Preliminary preparations were started for the Kenya Gem and jewellery show in partnership with the association for women in extractives industry.

The Advisor also coordinated the MoM secretariat staff to review the Africa Mining Vision (AMV) gap analysis report, update it and finalise. Also, supporting the preparations for validation exercise by the Technical committee and embank on the process of developing the Country Mining Vision.

3.4 Gender Development Results

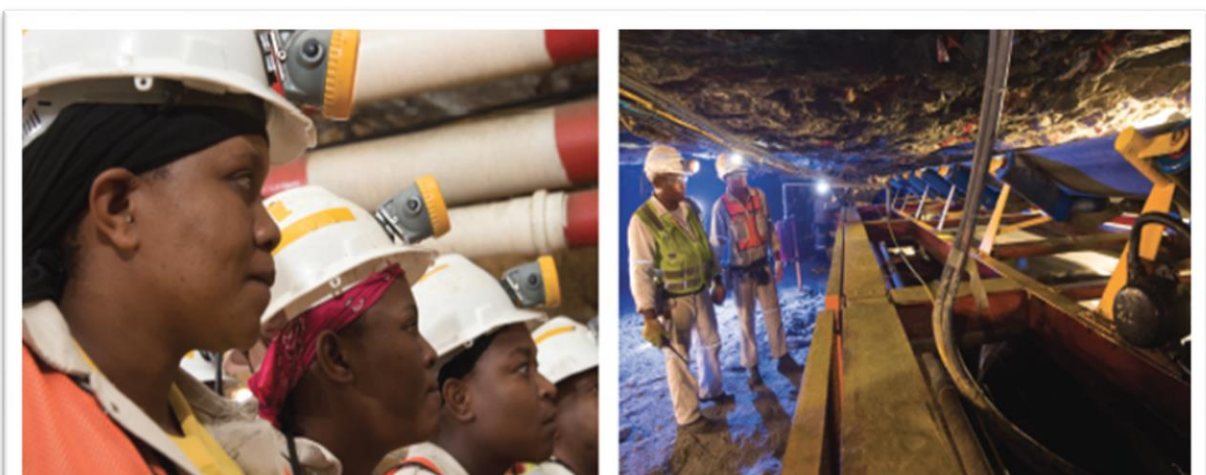


Fig 4: Supporting Participation of Women in Mining

Gender results	Evidence
The recruitment done for the Strategic Advisory Facility ensured that Gender Mainstreaming is observed.	Two out of the five Advisors recruited are women thus 40% allocation for women and 60% for men.

4. Targeting, sustainability of results, strengthening national capacities and South-South and Triangular Cooperation

5.1 Targeting

Target	Needs addressed	Evidence
Technical Staff at the Ministry of Mining	The South -South cooperation gave a chance for the Kenya team implementing the Cadaster to learn from the South African team which implements the same in South Africa.	Key staff of the Cadastre system, Head of the Mineral Audit Unit, Head of explosives division and senior ICT officer in the Ministry participated in a special training in Cape Town, South Africa organized by Spatial Dimension which is the firm contracted to reconfigure the Cadastre.

5.2 Sustainability

Results achieved	Sustainability
The Advisors work in teams with counterparts who are staff at the Ministry.	The technical staff working closely with the Advisors are mentored to ensure sustainability. The team members report to the Principal Secretary who is the accounting officer at the Ministry. The technical team working with the Advisors are appointed by the PS and at the end of every quarter, report is done by both the technical staff and the Advisors. This enhances teamwork and ensures sustainability.

Overall status	Ongoing
----------------	---------

The Advisors have served and continue to serve as change agents by taking the lead role in implementation of the Ministry's priorities. The counterparts who have been paired with the Advisors have benefited from the mentorship platform which has been used to build the internal capacities of their respective departments. The implementation of these priorities has been done together as a team with the Ministry staff taking lead and always looking forward to technical leadership from the Advisors. The Advisors' support has been integrated to the Ministry's directorates with counterparts identified to work with the team; this ensures continuity and wholesome capacity development for the Ministry. The Strategic Advisory Facility is flexible enough to serve the priorities arising during implementation and this ensures that emerging issues that need to be attended to are addressed on time.

5. Partnerships

1. In implementing the project, UNDP worked in partnership with DFID and the Ministry of Mining. During the planning phase, all the partners worked together, held tripartite meetings for updates and ensured that progress was discussed frequently and agreed upon.
2. The Strategic Advisory Facility is open for any other partners interested to join and collaborate with the already existing partners. Efforts are underway to forge Strategic Partnership on the Extractives Sector to enhance collaboration and avoid duplication. The current identified thematic areas are flexible to allow for adjustment in view of government priorities and the achievements made.
3. Other Development partners and civil societies that supported the implementation of activities under the identified priorities include: UN Women; ILEG; WWF; OPM; ASLF; PACT; AWEIK; GROOTS among others.

6. Monitoring and Evaluation

M&E activities conducted during the quarter:

M&E activity (monitoring visit, evaluation, review exercise)	Key outcomes/ observation	Recommendation	Action taken
Review meeting held with Advisors in Mombasa during the Retreat workshop with the Parliamentarians to establish progress in the various core areas supported by the Advisors as per their respective work plans for the third quarter.	1. Update on the progress of implementation for the Strategic Advisory Facility was done.	Induction of the last two Advisors should be undertaken to ensure that they are in tandem with the workings of the Strategic Advisory Facility and its linkages to core priority programmes of the Ministry.	1. The process of identification of qualified candidates for recruitment concluded.
	2. Review of progress on the 14 Regulations was finalized.	Completion and approval of the 14 Regulations is a remarkable achievement and will enable the Ministry undertake its core functions under the New Mining Act.	2. The Advisors and their counterparts made presentations together as teams during the project steering committee meeting.
	3. Evaluation progress on mentorship and collaboration between Advisors and counterparts was embarked.	Advisors and Counterparts have demonstrated high degree of collaboration and working together to progress the Ministry's Agenda. Team work was applauded and encouraged to continue.	
	4. Progress review on Cadastre was done.	Reconfiguration of the Cadastre is a major and important development and this will enable resumption of licensing and	

7. Knowledge management

Popular versions of the Mining Act and Minerals and Mining Policy developed and widely circulated. This has contributed to greater understanding and awareness of the Mining Sector and the laws and policies governing the Sector.

8. Challenges/Issues

- a) Limited resources have caused slow implementation of the identified priorities. Due to limited funding, the Advisors have actively engaged with various development partners to mobilize funds. These include DFID; UNDP; UN Women; ILEG; IDLO; WWF; ALSF; and the World Bank. Though the Advisors suffered the effect of limited resources, they championed resource mobilization at the Ministry, held several meetings with development partners and presented priorities seeking for support.
- b) Advisors are not involved in the weekly management meeting where the Ministry's leadership reports on the implementation status. This excludes them from the participating in the key decisions made at the meeting. The follow up and update is handled through their counterparts updating on discussions.
- c) Overlapping roles of Advisors lead to more than one advisor working on the same area. This encourages teamwork as opposed to causing friction and enhances achievement of organizational results.

9. Lessons Learnt and Way Forward

- a) Budgetary constraints, un-predictable exchequer financing and bureaucratic systemic issues in government financing make it difficult to implement planned project activities and programmes. The Advisors have resorted to aggressive fundraising on alternative funding sources to support the Ministry implement some of its core programmes.
- b) The Ministry has also provided match funding to compliment resources from donors by financing Inter ministerial task forces; stakeholder workshops; local and international travel among other things.

10. Expected Results during Q 4

1. Advisor Geo-Technical Operations

Focus Area	Activities
Countrywide Airborne Geophysical Survey	i. Complete the due diligence visit to China to assess GETI's technical, financial and legal aspects relative to carrying out the countrywide airborne geophysical survey.
	ii. Complete GETI due diligence report including detailing findings and recommendations on future actions and decisions by the CS
	iii. Continue to pursue alternate funding sources for the airborne survey (e.g., World

		Bank).
	iv.	Conclude and sign Supervisor contract (based on findings from GETI due diligence)
	v.	Continue to work with CS, PS and Technical Committee to look for ways to progress the airborne survey
National Geo data Centre	i.	Continue to track progress and finalization of required upgrades (electrical, security, LAN, etc.) to the Geodata Centre rooms
	ii.	Continue to track procurement of remaining ICT infrastructure for the Geodata Centre
	iii.	Continue to engage AG on finalization of BGS geoscientific data statement of transfer principles and agreement to allow for digitization and transfer of Kenyan geoscientific records stored at BGS.
	iv.	Continue to work with the BGS to plan for the installation of Geodata Centre ICT equipment
	v.	Visit the National Oil Corporation of Kenya National Geodata Centre to learn their experiences with data centre set up and management
Internationally Accredited Minerals Certification Laboratory	i.	Continue to track progress of German collaboration on laboratory upgrading.
	ii.	Work with the CS, PS and DGS to put in a place a Technical Committee to oversee the development of an internationally accredited minerals certification laboratory
	iii.	Once in place, provide advice and support to the Technical Committee in the development of an implementation plan (to include all required resources) for the creation of an internationally accredited minerals certification laboratory.

2. Advisor Concession Management and Revenue Optimization

Focus Area	Activities
Mineral Rights Issuance and Concession	<ul style="list-style-type: none"> i. Continue coordination to support training of Cadastre staff; and officers from Mineral Audit/Revenue; Explosives Division and Regional Offices. ii. Plan, & coordinate roll out of cadastre to regional offices. iii. Plan & Coordinate Cadastre training & sensitization for staff of the regional offices, county officials, ASM, Huduma centre & Cyber-café operators.
Mineral Rights Board (MRB)	<ul style="list-style-type: none"> i. Plan, coordinate and ensure timely inauguration of the MRB. ii. Undertake induction of the MRB Members. iii. Support MRB in the execution of its mandate/functions. iv. Coordinate necessary infrastructure, financials and human resources to support the MRB.
Mining regulation to operation and give to mining Act 2016	<ul style="list-style-type: none"> i. Coordinate the publication of the 14 mining regulations approved by parliament. ii. Plan & coordinate drafting of the remaining set of 9 Mining Regulations, iii. Plan, coordinate and ensure timely implementation of the next series of stakeholder consultations on the remaining regulations including review and approval by National Assembly.
Revenue Optimization and management	<ul style="list-style-type: none"> i. Coordinate the approval of the Mining Royalty Benefit Sharing Framework developed by the Inter Ministerial Taskforce. ii. Coordinate the procurement of the consultancy for the Royalty Management System (RMS). iii. Support & coordinate the resourcing of various divisions and units in the directorate of Mines as well as regional offices to enable operational efficiency. iv. Plan, coordinate mechanisms to sensitize and bring to the fore of the Mining jurisdiction other sub-sectors such as salt, limestone and construction minerals. v. Planning and coordination of drafting of Regulation on Mining Royalties Fund.

-
- vi. Undertake, coordinate public consultation on the mining royalty framework and regulations.
-

3. Advisor Sector Reforms and Strategies

Focus Area	Activities
Implementation of the Mining Act	<ul style="list-style-type: none"> i. Mining Policy: - Publish Mining and Minerals Policy ii. Mining Regulations: Approval of the first set of 14 regulations by parliament and forward to AG's office for drafting. iii. Commence the drafting and engagement on the new set of 9 regulations iv. The National Extractives policy: finalise the stakeholder engagement planning and resourcing v. Commence sensitisation workshops in the various regions
Finalization of the Country Mining Strategy	<ul style="list-style-type: none"> i. Plan for the development of the Country Mining Strategy. Evaluate the best possible approach for its development and resource mobilization for the initiative. ii. The Country Mining Vision: Validation exercise for the gap analysis report and workshop of the technical committee to start drafting of the CMV.
Supporting Artisanal and Small Scale Miners	<ul style="list-style-type: none"> i. Preliminary meeting and development of TOR's for the technical committee on ASM activities. ii. Discussions with OPM on the proposed consultant and review of the draft ASM research report by PACT-
Support for Women and minerals promotion	<ul style="list-style-type: none"> i. Planning for the official launch of the Association of women in partnership with Austrade. Discussions with GROOTS on support for grassroots women mobilization. ii. Re-establishment of the committee on Youth and Gender at MoM under the leadership of the Gender and Youth officer at the Ministry. iii. Preliminary planning and marketing of the Kenya Mining Forum iv. Preliminary planning, branding and marketing of the 1st Kenya Gem and Jewellery show together with the association for women

11. Risks and Mitigation Measures

Risks	Mitigation Measures
1. Inadequate funding for the Project	Proactive budgetary provisions by the MOM for priority interventions and continued engagement with development partners.
2. 2017 August General Elections	Need to work towards implementing most of the identified priorities before the electioneering period.
3. Lack of Inter-governmental agencies coordination and collaboration	Facilitate and support multi-sector committees and bring together the different stakeholders to work together.
4. Inadequate transfer of skills	Advisors will establish a working relationship with staff including a pairing and mentoring programme. Provision of basic requirements such as computers, office space, support staff and other logistical support to enable them work more effectively.
5. Lack of essential resources to facilitate the work of Advisors	Provision of basic requirements such as computers, office space, support staff and other logistical support to enable them work more effectively.

Interim Financial Statement June 2016 – 20th June 2017		
Project Title: Extractives Industry for Sustainable Development		
UNDP Project No: 88616		
To: DFID		
Reporting	June 2016- December 2016 (USD)	January - June 2017 (USD)
Contributions	DFID	DFID
Opening balance	28,459	260,290
Refund of Contribution	(24,997)	-
Contributions received in 2016	383,454.00	
Total contributions	386,916	386,916
Expenditures		-
Total Programme Cost	116,522	122,852.57
Indirect Support Costs (GMS) 8%	10,103	10,683
Commitments		-
Total Expenditures	126,625	133,535
Balances as at June 2017	260,290	126,755
Notes:		
1. Contribution amounts are inclusive of General Management Services (GMS)		
2. The Report is as at 22nd June 2017		
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 Controller's Office		
Catherine Masaka		
Deputy Country Director (Operations)		