integrated strategy for inclusive and sustainable urban development; uncoordinated institutional frameworks to support devolution; lack of appropriate policies, evidence-based planning and budgeting; all-pervasive corruption and lack of a policy framework for management and extraction of natural resources, especially in the extractive industry sector. Whilst individual and organizational capacities and experience in managing government in general exist, the critical challenge is to make the devolved counties work in line with the principles and provisions of the Constitution.

1.5   Gender equality and empowerment of women has been in Kenya's mainstream policy-making for a long time with many policy initiatives implemented such as the Women Enterprise Funds (WEF); 30% Pubic Procurement Preferences and Reservations for Women, Youth and Persons living with Disabilities (PWDs).. The Government recently established the Uwezo Fund, aimed at enabling women, youth and persons with disability access finances to promote businesses and enterprises   led by women, youth and persons living with disability at constituency level. Uwezo fund also provides mentorship opportunities to enable the beneficiaries' partner with larger enterprises in the industry, creating employment, and growing the economy. Since its launch, a total of Ksh. 4.2 billion has been disbursed to groups across the 290 constituencies.

1.6   The Constitution of Kenya guarantees appointment of women in the public service sector by reserving at least two-thirds of either gender in all positionsWithin the public sector, one third of all appointments have in principle been reserved for women as a way of increasing the number of women in decision-making positions. Gender equality issues have also been prioritized in MTP II and gender targets have been included in the performance contracts to mainstream gender concerns within the public sector. However, Kenya is still faced with a wide gap between the genders which emanates from a strong paternal system among most Kenyan communities as well as traditions and societal norms and gender roles that disadvantage women.

1.7   The UN System in Kenya continues to work with the Government of Kenya to synchronize its planning and budgeting cycle. Resource allocation by the UN system in Kenya is aligned to the Government's result areas and priorities. The new UNDAF (2014-2018) for Kenya has 4 strategic result areas which are aligned to the key pillars of Vision 2030 and include: (1)Transformative Governance which is aligned to the Political pillar on "issue based, people centred, results oriented and democratic political system"; (2) Human capital development to the Social pillar on "a cohesive society, enjoying equitable social development in a clean and secure environment"; (3) inclusive and sustainable growth is aligned to the Economic pillar which commits to a 10% GDP growth rate over an extended period so that "by 2030 Kenya will be an industrialised middle income country with a high quality of life for all citizens". (4) In the area of environmental sustainability, land management and human security it is aligned to both the Social and Economic pillars of the MTP II.

1.8   This project document has been prepared to support strengthening of capacities of key institutions of both the National and County Governments through broad policy and programme agenda of the United Nations Country Team (UNCT) in Kenya which

is guided by the Country Programme Document of the UNDP (CPD). As outlined in the CPD (2014-2018), UNDP intends to invest substantial resources over the next four years towards the achievement of its CPD's key result areas of : **devolution and accountability; productive sectors and Trade; Environmental Sustainability, Renewable Energy and Lands Management and Community Security, Social Cohesion and Resilience.**

2.0   JUSTIFICATION

The need to support MTP II and the Constitution implementation

2.1   The End Term Evaluation Report of MTP I (2014) which was largely funded by UNDP and the Government of Kenya, provided an assessment of the extent to which intended policies, projects and programs under MTP I were implemented. The report reviewed the benchmarks, targets, outputs and outcomes of the MTP I and in its summary it pointed out that the growth of the economy led to significant expansion of many sectors, rapid increase in revenue collection, increased size of government expenditure and capital formation. The report also indicated that the growth of the economy led to notable creation of jobs in the ICT sector but mostly (89%) in the informal sector where jobs are precarious and characterised by job insecurity, poor wages and conditions of work. The report observed that the MTP I did not make significant progress in addressing socio-economic inequalities. However, security, peace building and conflict resolution programmes delivered a peaceful 2013 general elections but conflicts persisted in pastoralist communities and in some urban areas. Many targets in health, population, housing, urbanisation, gender, sports, youth and culture were not achieved.

2.2   The report noted that the implementation of the new constitution remains a major challenge especially in respect of devolution. It also noted that formulation of policies and laws necessary for institutional reforms have been slow due to uncoordinated stakeholder consultations and progress of bills in parliament. The challenges identified in the MTP I constitute important lessons for MTP II implementation. It is against this background that in the context of UNDAF (2014-2018) and its CPD (2014-2018), the UNDP has prepared this Project Document to support the government implementation of MTP II and the Constitution.

3.0 RESOURCE MOBILIZATION FOR UNDP'S NEW CPD (2014-8)

3.1 The UNDAF delivering as one framework is a cost effective mechanism to both government and UN Agencies, with the UNDP having the role of supporting resource mobilization and the coordination of development partners to promote greater coherence and synergy among implementing agencies and the government in the implementation of the UNDAF and CPD. It is the aim of the UN to avoid duplication and wastage of resources. Under the Delivering as One framework, the UN is committed to ensuring joint monitoring activities, joint review meetings and evaluations to enhance the spirit of partnership among development partners who are key contributors to the resources to be utilized in the framework. These efforts are in line with the recommendations of ADR evaluation of UNDP contribution which was conducted in 2014.

3.2 The ADR, an independent evaluation office of the UNDP which conducts studies to capture and demonstrate evaluative evidence of UNDP contribution to development results at the country level carried out an evaluation on the UNDP Kenya's CPAP (2009 – 2013) to determine the extent to which the program met relevance, effectiveness, efficiency and sustainability criteria. The ADR identified and commended the UNDP for many areas it had demonstrated outstanding achievements. However, it also identified areas of weakness (e.g M&E and lack of ability to generate gender segregated data in relation to previous projects) which need to be addressed and are now included in the UNDP's CPD (2014 – 2018) and which will be supported by this project.

3.3 The ADR found that UNDP interventions had been limited in scale compared with the needs of support (demand) on the ground. It also observed that there were too many fragmented projects with similar objectives and target audience lacking synergy. It also noted that there were delays in sharing project data and information with other development partners and slow processes in terms of payments and procurement constraining the full realization of the four criteria.

3.4 The ADR recommended that the UNDP should strengthen its partnership with other development partners in the design and implementation of programs and projects noting that the challenges of human capacity in civil society organisations as implementing partners needed to be mitigated by forging partnerships with bilateral development partners who operate in the same areas as the UNDP and pool resources especially in areas like disaster risk management, HIV/AIDS, Women and Youth empowerment. The ADR also observed that there was limited evidence of systematic partnerships and collaboration between the UNDP and development partners who subscribe to the South-South Co-operation and recommended the widening of such partnerships. The ADR recommended that the UNDP should focus a lot of its resources to devolution in order to effectively promote gender equality and human development capacities at the county level and promotion of human development and use of partnerships with a diverse range of stakeholders in Environment, climate change and disaster risk reduction. The ADR further

Support for CPD (2014-2018) implementation Project

recommended that UNDP should strengthen its strategic partnerships with international development partners, by ensuring appropriate representation and timely and close communication with them at sector-related and other external engagements.

3.5   The UNDP remains highly regarded in Kenya and enjoys the confidence of government authorities and the respect of development partners, civil society and a wide cross section of stakeholders resulting from UNDP's non-partisan and tangible support. UNDP is considered to operate in a flexible and consultative approach, allowing government to drive the development agenda. According to the ADR 2013, the first to be done in Kenya, the report noted that: 'Across all programme areas, the objectives of the programme outcomes were in alignment with the country's long term development priorities and emerging needs'... as espoused in the vision 2030 and its implementation framework the MTP. The report for instance commended the UNDP for its strategic support for national reconciliation following the 2007-08 post election violence; for peace building, conflict resolution and partnership with government, NGOs and communities using a mix of National and Direct implementation modalities. The UNDP supported the Agenda 4 framework and its taskforces formed to address crisis issues on post-election violence.

3.6   The 2014 Independent Assessment of Development Results of the former UNDP Country Programme (2009-2014) noted that UNDP had carried out a limited scale of interventions compared with the needs of support (demand) on the ground. Under the current UNDAF and CPD, UNDP has a wide mandate and will be seeking to mobilize adequate resources to support implementation of the new constitution, the devolved system of governance with national and 47 county governments to strengthen human rights and gender equality and the role of vulnerable groups and the youth. UNDP will also support constitutional commissions; strengthen efforts to contain emerging conflicts due to inter- county boundaries and conflicts over extractives. The UN Delivering as One framework further requires more coordination with partners, government, private sector civil society (CSOs), private sector and Media among others. UNDP will therefore make every effort to mobilize resources to scale up its interventions.

3.7   Further, UNDP intends to forge stronger partnerships with other development partners to enhance resource mobilization and programming. The UNDP will set up mechanisms to promote wider representation and close communication across development partners. It will also widen its collaboration programs to include new development partners in the context of South-South cooperation, private sector and philanthropy foundations. Because UNDP often works in areas that other bilateral development partners are also engaged in, partnerships will be initiated to scale up projects and to promote synergy and minimize duplication and waste of resources.

This project will therefore provide support for the development of an Integrated Resources Mobilisation Strategy; mapping of development partners; and convening of donor forums to explain resource gaps and funding needs.

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