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**Support to the Implementation of Devolved Government in Kenya**

**Agreement Number: 51110098**

**Progress Report**

**1 January- 31 December 2015**

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Acronyms

AWP Annual Work Plans

CAF County Assemblies Forum

CARPS Capacity Assessment and Rationalization of the Public Service

CEC County Executive Committee

CIC Commission on Implementation of the Constitution

CIDP County Integrated Development Plan

CLGC Commonwealth Local Government Conference

CoG Council of Governors

CPD Country Programme Document

CRA Commission on Revenue Allocation

DDWG Devolution Donor Working Group

DFID Department for International Development

DPG Development Partner Group

DSWG Devolution Sector Working Group

GDP Gross Domestic Product

GoK Government of Kenya

IBEC Intergovernmental Budget and Economic Council

IPs Implementing Partners

KRAs Key Result Areas

KSG Kenya School of Government

LED Local Economic Development

M&E Monitoring and Evaluation

MCA Member of County Assembly

MFA Norwegian Ministry of Foreign Affairs

mKr Million Kroner

MoDP Ministry of Devolution and Planning

PAS Performance Appraisal System

PFM Public Finance Management

PMS Performance Management System

PST Project Support Team

PwC PricewaterhouseCoopers

TAs Technical Assistants

ToRs Terms of Reference

ToTs Training of Trainers

UN United Nations

UNDAF United Nations Development Assistance Framework

UNDP United Nations Development Programme

USAID United States Agency for International Development

Executive Summary

The Government of Sweden and United Nations Development Programme (UNDP) partnered together on 8 December 2014 to support the Government of Kenya (GoK) to realize the fruits of devolution through the UNDP Integrated Support Programme for the Devolution Process in Kenya (2014-18). The Government of Sweden committed to support the devolution project with 25mKr to be disbursed as follows; 12mKr for the financial year 2014/2015, 10mKr for 2015/2016 and 3mKr for 2016/2017. Given UNDP’s administrative procedures, the project had to report on the calendar year January-December. As such, in January 2015, the annual work plan was revised from the July-June reporting period to align it with the UNDP planning cycle. The contribution is to be utilized by the devolution programme to support the Council of Governors (CoG) and the following six Counties: Nyeri, Samburu, Kisumu, Kilifi, Vihiga and Kitui.

UNDP utilized the support from the Government of Sweden to continue playing a strategic role in supporting implementation of devolution by strengthening the CoG and the six county governments to ensure that particular key institutions have the appropriate regulatory frameworks and capacities required to deliver responsive, accessible, participatory, equitable service delivery with a focus on vulnerable groups.

Priority support areas included high-level consultations on policy issues affecting devolution by the Council of Governors, county governments were supported to put in place performance management and monitoring and evaluation systems. Training and capacity support was also undertaken on legislative drafting. The Second Annual Devolution Conference, which took place in Kisumu from April 21st to 23rd, 2015 and brought together over 4,000 delegates from both national and county governments was the epicenter of the activities implemented in 2015.

UNDP held two project management training sessions to: strengthen project management capacities of IPs; enhance IPs’ effectiveness and efficiency in monitoring, evaluation and reporting towards the achievement of programme goals; increase knowledge on UNDP programme management policies and procedures; update AWPs; programme procurement plans and draft programme M&E Frameworks. A technical advisor and monitoring and evaluation officer were recruited to support project implementation.

As at 31st December 2015, the programme had utilized USD. 1,696,497.46 out of USD 2,767,744 disbursed, equivalent to 63.2 per cent of the disbursed funds in 2014 and 2015.

1. Introduction

The Government of Sweden through the Swedish Agency for International Development (SIDA) and United Nations Development Programme (UNDP) partnered together on 8 December 2014 to support the Government of Kenya (GoK) to realize the fruits of devolution through the UNDP Integrated Support Programme for the Devolution Process in Kenya (2014-18). This programme is anchored on the National Capacity Building Framework, adopted in November 2013 by the national and county governments and development partners. The Government of Sweden committed to support the devolution project with 25mKr to be disbursed as follows: 12mKr for the financial year 2014/2015, 10mKr for 2015/2016 and 3mKr for 2016/2017. The first disbursement was made in December 2014. The actual implementation of activities therefore started in January 2015, with finalization of work plans and resource allocation to each partner as shown in the results and resources matrices in annex 2.

The SIDA support was targeted to the Council of Governors (CoG) and the county governments of Nyeri, Samburu, Kisumu, Kilifi, Vihiga and Kitui. The support was targeted to the following Key Result Areas (KRAs):

1. Policies, laws and institutional reforms for effective implementation of the constitution at national and county levels are adopted,
2. Strengthened institutional and human capacities at national and county level evident in supporting national and local development,
3. Improved service delivery mechanisms and response to opportunities and threats of insecurity and disaster,
4. Strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources and,
5. An integrated service delivery framework pilot implemented.

UNDP utilized the support from SIDA to continue playing a strategic role in supporting implementation of devolution by strengthening the CoG and the six county governments. The focus was to ensure that particular key institutions have the appropriate regulatory frameworks and capacities required to deliver responsive, accessible, participatory, equitable service delivery with a focus on vulnerable groups.

The main factors that contributed to UNDP’s progress in the implementation of this project included a focus on upstream strategic engagement and support to GoK institutions at the national level, coupled with practical engagement with county governments to address their immediate capacity support requirements. UNDP continues to play a leadership role in the devolution sector, hence leveraging its experiences in national level policy engagement with various stakeholders to improve its programming.

1. Country Context

The promulgation of the Kenyan Constitution in August 2010 brought in the devolved system of government, which was ushered in after the general elections of 4 March 2013. The county governments came into effect immediately after the elections and are still in the process of putting in place systems and structures of governance. Devolution still remains one of the far reaching governance reforms implemented under the Constitution of Kenya (2010). Recent surveys show that despite the many challenges with implementing the devolved system of governance, Kenyans are still hopeful of the promise of devolution. An Infotrak survey released in April 2015 indicated that 69.7 percent of Kenyans feel that things are better than before. The survey indicated that positive or negative sentiments on the progress of devolution are informed by tangible development activities on the ground. This may include construction of rural access roads, availability of medicines in village dispensaries, access to agricultural inputs, etc. This optimism was further affirmed by an Ipsos Synovate study (April 2015), which indicated that 78 percent of Kenyans support devolution which is up from 66 percent in September 2014.

One of the main indicators of the success of devolution is the transfer of devolved functions to the county governments. The transfer of functions was not undertaken in phased manner as had been anticipated in the constitution and this has brought to the fore some of the capacity challenges faced by the county governments in managing some of the functions such as health. The principle of resources follow functions, was not accompanied by an evidence based analysis on how much it would cost for a county government to undertake the functions. This has led to misunderstanding between national government and county governments on how much it would cost to provide services to the public in an effective and efficient manner. To this end, the costing of government functions will establish the realistic costs of service delivery.

The County Budget Implementation Review Reports by the Office of the Controller of Budget for the Financial Year 2014/15 indicates that county governments were allocated KSh. 321.56 billion, which comprised of KSh.181.28 billion (56.4 per cent) for recurrent expenditure and KSh.140.29 billion (43.6 per cent) for development expenditure. The reports highlight the challenges facing budget execution at the county levels such as the adoption of the Integrated Financial Management Information System (IFMIS), low capacity of technical staff, and compliance with budgetary timelines as provided for in the Public Finance Management (PFM) Act 2012. Other challenges that continue to hamper effective budget execution that require attention include: failure to align supplementary budgets with financial records prior to approval by the county assemblies; failure to submit quarterly financial reports by administrators of established county funds; diversion of exchequer released activities outside the approved work plan; lack of effective monitoring and evaluation frameworks to monitor implementation of development projects; and frequent labour actions by health workers that interrupted the health sector service delivery. The challenges in public financial management continue to be addressed by strengthening accountability measures at both national and county levels. Capacity development measures such as those that UNDP is supporting through the Kenya School of Government (KSG) will also help improve the ability of county governments to establish performance management systems and accountability mechanisms in the utilization of public resources.

1. Progress Towards Expected Project Outputs Within the Reporting Period

The first quarter of the year was spent on finalizing the annual work plans especially with the new targeted counties under the SIDA support. The CoG, Kisumu and Kilifi counties were supported to implement priority activities that had been identified from 2014.

## Key Results realized by the Council of Governors (CoG)

**Council of Governors Achievements:**

1. Strengthened technical capacity of CoG Secretariat: 3 Programme Officers, 3 Programme Assistants and Director of Programmes.
2. Strengthened institutional capacity: Strategic plan reviewed, M&E capacity enhanced and facilitated smooth transition in leadership at the Council.
3. Continued high level engagement and consultations on devolution policies: Sectoral policy and legislative analysis baseline report, tourism bill drafted, performance contract guidelines.
4. South to South collaboration strengthened: Participated in the Common Wealth Local Government Forum on Sustainable Development Goals and Local Economic Development.
5. Gender Mainstreaming: Training and technical support for women deputy governors and women leaders ( County Executives and MCAs ).

The technical capacity at the CoG was strengthened through the placement of various Technical Assistants (TAs) to support the strategic operation at the CoG secretariat. These included two programme officers in planning and budgeting and resource mobilization; three (3) programme assistants in finance, programmes and operations. One (1) director of programmes was also hired. The CoG Best Practice Centre was strengthened through the recruitment of a Monitoring and Evaluation Officer and a Documentation and Best Practice Officer. The CoG also enhanced its institutional capacity by reviewing of the CoG corporate annual work plan. This strategic planning enabled the CoG to identify key priorities for implementation within the year as outlined in the AWP.

To promote one voice on policy issues and enhance legal capacities to develop and formulate policy and legal structures at the county level, CoG produced policies, guidelines and bills to support the county governments to implement devolution. This was achieved through supporting legislation at the county level that responds to needs of the counties, drafting of a policy paper to inform the formulation of the county tourism policy and adaptation of the tourism bill. The tourism bill seeks to enhance the management of tourism at the county level. CoG also developed a guideline for national and county government on the implementation on the right to health. The guideline is to assist national and county governments to carry out their duties and responsibilities in the delivery of health services in a manner that respects the letter and spirit of the constitution. CoG has also supported the establishment of regional trading blocs among counties to enhance and promote enabling environment for doing business. CoG has strengthened the ability of counties to access and disburse funds to their health facilities and account for the funds in a timely manner. CoG developed a sectoral policy and legislative analysis baseline on devolution. The baseline report was launched during the devolution conference and it will enable the assessment of progress made on policies and legislation on devolution.

***Summary of key policies/guidelines developed through CoG support and purpose***

* 1. To enhance the management of tourism at the county level
	2. To assist national and county governments in the delivery of health services; also strengthened the ability of counties to access and disburse funds to their health facilities and account for the funds in a timely manner
	3. To enhance and promote enabling environment for doing business
	4. To enable the assessment of progress made on policies and legislation on devolution
1. Tourism bill
2. Guideline on right to health
3. Support to establishing of county regional trading blocs
4. Sectoral policy and legislative analysis baseline on devolution

Collaborative leadership was enhanced during the Second Annual Devolution Conference and the pre-devolution conference for the County Executive Committee members. The pre-devolution conference brought together a total of 633 participants including 448 County Chief Executive Officers (151 female and 297 male), devolution actors, Transition Authority (TA), Commission for Revenue Allocation (CRA), Commission for the Implementation for the Constitution (CIC), development partners, civil society organizations and other stakeholders. The pre-conference joint communique was considered and adopted in the plenary discussion and formed the basis for the 31 point resolution of the conference. Collaboration between the CoG and the MoDP was witnessed through the signing of a joint communique, affirming the gains of devolution and the need to safeguard this gains.

The main devolution conference brought together a total of 4,760 participants who included 2,390 leaders consisting of 47 Governors (all male), 47 Deputy Governors (38 male and 9 female), 47 elected senators, 20 nominated senators (18 female and 2 male), seven Kisumu County MPs, 1,450 elected Members of County Assemblies (1370 male, 80 female), 772 nominated MCAs (97 male, 675 female) and  2,218   participants consisting of devolution actors, development partners, civil society organizations, county representatives, private sector, and other stakeholders. There were also 152 exhibitors. The conference’s 14 plenary sessions culminated in the adoption of resolutions to be implemented by the various devolution actors. UNDP and other partners committed to support the realization of the recommendations of the joint communique. During the conference, 13 counties[[1]](#footnote-1) from the broader Lake Victoria Region launched the Lake Basin Economic Blue Print whose objective is to define a development pathway for the region by exploring the comparative advantages accruing in each county. The blueprint also captures the socio-economic aspirations of the 13 counties in the lake basin region.

The programme also supported a high level CoG meeting which led to change of leadership at the Council. The support helped the CoG to restructure the 20 committees at the Council to 14 to ensure efficiency and effectiveness at the Council. This ensured smooth transition and continued goodwill on the discharge of the CoG mandate.



***In-coming Chairman of the CoG, Meru Governor, receiving the mantle of leadership from the out-going*** ***Chairman, Bomet Governor, Isaac Ruto***

The Council of Governors developed County Performance Contracting Guidelines by bringing together 100 participants including county secretaries, CEC members in-charge of public service and officers in charge of performance management and contracting from 38 Counties to discuss the first edition of the County Performance Contracting Guidelines prepared by the Performance Contracting Department (PCD) of MoDP. This meeting led to various recommendations on how to improve the guidelines centering on: i) pre-negotiation consultations between the national and county governments that gives county governments opportunities to handle performance contacts at individual county government levels; ii) county governments to agree on their obligations and commitments; iii) the county executive arm of government to be involved in the negotiations of performance contracts; iv) the role of county secretaries and county attorneys to be clearly articulated in the guidelines; v) the guidelines should outline and represent county priorities; vi) the guidelines should detail the hierarchal witnessing of the signing of the performance contacts e.g. Governor signing with CEC and Deputy Governor witnessing as part of accountability procedures; vii) the guidelines should recognize that governments at the national and county levels being created to be distinct and inter-dependent and conduct their mutual relations on the basis of consultation and cooperation. A task force was formed to review of the guidelines and communicate the same to the MoDP to incorporate in the final guidelines.

To enhance communication and publicity of the services provided by the COG, the project supported the publication and dissemination of the *Devolution at a Glance* magazine which was disseminated during the 2nd Annual Devolution Conference and available at the CoG resource centre. The publication highlights key achievements in the 14 devolved county functions. Key highlights from the publication include the easy access to emergency health services through procurement of ambulances and kidney diseases management, which has led to reduction in cases handled at the Kenyatta National Hospital. Increased access to clean water and sanitation through increasing the number of watering points is also a key highlight. The publication has assisted the CoG to disseminate the achievements of devolution to wider audience of the public and stakeholders. Through this support CoG also developed fact sheets, which highlighted the work done in the various thematic committees at the Secretariat.

To enhance south-south collaboration in the context of post-2015 priorities for local governments, a team of three Governors and two CoG secretariat staff were supported to participate in the Commonwealth Local Government Conference (CLGC) which took place in Botswana in June 2015. The team was part of the 550 delegates and dignitaries from key policy and decision making organs that included national, state and provincial ministers, mayors, academia and representatives of civil society and the private sector from more than 51 Commonwealth and other countries. The 2015 conference focused on the post-2015 priorities for local government and how they could play its full part in development. This included improving local governance and effectiveness, promoting sustainable local development, and developing strategies for inclusive, resilient and sustainable cities. The conference explored Local Economic Development (LED) activities and shared insights into decentralization of national planning processes and development to improve the lives of the 2.2 billion people who live in the Commonwealth countries. The lessons learned by the representatives were also shared with all the governors. The conference gave an opportunity to the governors to network with other countries with similar governance structures to Kenya. This network will help them to promote partnerships between national and county governments to encourage learning, experience and information sharing. Further, the team shared experiences regarding: promoting and advocating for democratic governance; how to work with other partners to identify needs and design, manage and monitor national and county capacity-building programmes; good practice schemes that seek to improve the delivery of county services through local economic development, governance and service delivery and; strategic planning for service delivery.

To mainstream gender in planning, budgeting, development and political leadership as enshrined in the constitution of Kenya 2010, the programme supported capacity building workshops for women deputy governors, women MCAs, women CEC members and women public service board members. So far, 120 women have been trained on the importance of gender mainstreaming in development and political leadership and the constitution of Kenya 2010; the budget process; gender responsive budgeting; the role of oversight at various levels of budgeting and planning; identifying the challenges faced by women in leadership; turning challenges into opportunities.

## County Level Support

**County Results**

**Nyeri:** Strengthened performance management including M&E.

**Samburu**: Improved legislative drafting and collaborative leadership (Executive and MCAs).

**Kisumu:** Performance management system institutionalized to the ward levels

**Kilifi:** Strengthened monitoring and evaluation capacities.

**Vihiga:** Developed risk management tool to manage service delivery challenges, reviewed CIDP and developed civic education framework..

**Kitui:** Strengthened policy and legal framework and trained on performance management including monitoring and evaluation.

## Nyeri County

To enhance Nyeri County’s capacity in legislative and policy formulation and development, performance management, and monitoring and evaluation, the programme supported the county to train its officers on legislative and policy formulation, performance contracting and performance appraisal and monitoring and evaluation. During the year under review, various senior and mid-level Nyeri County Government officers were trained on monitoring and evaluation and performance management and appraisal systems to improve their capacity both in performance management and project implementation. The county was facilitated service delivery mechanisms through performance contracting and appraisal system training and project monitoring and evaluation. A total of 27 (7 female and 20 male) CEC members and Chief Officers were trained in Performance Management System (PMS) focusing on information system management while 45 (15 female and 30 male) senior officers from all county departments were trained on project monitoring and evaluation.

Nyeri County strengthened its capacity monitoring and evaluation through a UN volunteer. The officer will provide technical expertise and assistance on monitoring and evaluation activities. The Kenya Law Reform Commission trained 30 (6 female and 24 male) County Executive Members and other senior officers on legal drafting. The training greatly improved the quality of bills, policy and other legal documents prepared at the county level. Nyeri County was also supported to procure equipment and furniture for the legal affairs unit.

Public participation mechanism was improved in the county through the development of a civic engagement framework and public participation policy. The county also conducted public forums on devolution, sensitization and stakeholders validation forums on the framework and policy. The policy and framework will catalyze public participation at the grassroots and mobilize them to participate in county development and governance processes; disseminate information from county government; relay feedback to government; participate in identification of government projects and; monitor use of county funds at the grassroots.

The county was supported to procure six (6) laptops and furniture to strengthen and operationalize its county information centers. The county also trained 11 senior officers from various county departments on record management. The training will enable proper record management and improve on the quality of information used for decision making.

## Samburu County

Samburu County has developed the capacity of CEC members and MCAs and other county officials on policy and legislative formulation. This was done through training of CEC members and MCAs and other senior county officials (90 officers including 61 male and 29 female) on the legislative process. County officials (49 Officers including 38 male and 11 female) were also trained in collaborative leadership, peace building and conflict resolution. The collaborative leadership dialogue training provided a safe space which enabled the participants to candidly discuss the persistent challenge of insecurity in the county and to collaboratively design a strategy to forge sustainable peace. The training resulted in development and adoption of a roadmap for peace and social cohesion in the county.

A total of 40 officers were trained on performance management comprising of eight CEC, nine chief officers, seven county Public Service Board, nine heads of departments, three sub-county administrators and four middle level officers. The objective of the training was to: induct the officers on performance management as a catalyst for transformative county public service; culture, mindset and attitude change for better service delivery; linkages of national development priorities to the county priorities as contained in the County Integrated Development Plan (CIDP); appreciating the role of performance contracting as a management accountability tool; understanding the role of M&E in performance management and understanding how to cascade performance management through individual performance appraisal. The county developed a performance management framework after the training and produced related training materials.

## Kisumu County

Kisumu County strengthened its institutional capacity through the development of a PMS. The county conducted a PMS and a change management training for 246 officers. A total of 344 officers have been trained under the programme, including four officers living with disabilities. The overall objective of the training was to build and enhance the capacity of officers to fully appreciate and understand the performance management system as a critical tool in improving service delivery. The officers were able to understand the performance appraisal system and the linkage between individual performances and the overall performance of the organization towards the achievement of its vision, mission and strategic objectives. The PMS training is expected to lead to improved service delivery, accountability by the county government officials, designing of performance contracts, implementation of performance contracts, setting performance targets, individual performance appraisal, strategic planning and management, change management and performance monitoring and evaluation.

The programme also supported Kisumu county officials to undertake a benchmarking visit to South Africa by five (5) senior county officers as part of the south-south collaboration in the context of service delivery. The officials familiarized themselves on the functionality of performance management system at sub-national levels and how to replicate it in the county.

To enhance planning and budgeting, the programme supported the development of the popular version of CIDP. The support will also go to the printing of the popular version of the CIDP. The popular version will lead to increased awareness of development plans and projects by Kisumu County residents.

## Kilifi County

Kilifi County was supported during the year to enhance its policy and legislation functions, strengthen institutional and human capacity and strengthen citizen participation mechanisms and processes to ensure effective and equitable service delivery and transparent and accountable use of resources.

The project continued to support human capacity strengthening for Kilifi County through the placement of two UNVs on M&E. This support assisted the county to improve its monitoring and evaluation processes and tracking of the CIDP implementation. These included the training of 16 Monitoring and Evaluation (M&E) focal staff on project cycle and result based management; 14 focal M&E County staff on web based monitoring and evaluation; 8 in-house mentorship sessions for M&E focal staff. An evaluation report was produced and disseminated and a booklet of achievements for 10 departments in the county was produced and also disseminated during the national counties devolution forum. A monitoring and evaluation framework was also developed but awaiting approval.



The county enhanced its planning and budgeting capacity through training on data demand and information use. This workshop brought together seventeen monitoring and evaluation focal persons (16 male and 1 female) drawn across all the ten departments in the county government. The workshop was held as part of the activities in capacity building of county staff to better position themselves to take on monitoring and evaluation activities in the county. The workshop was to ensure that the county has in place a robust monitoring and evaluation system that among others supports substantive accountability, ensures informed decision making and prompts corrective action as well as promoting risk management and mitigation in development planning.

The county developed various bills and regulations. The main objective of developing and drafting the bills was to support the county government to develop a legal framework for the operationalization of enacted county laws. The following bills and regulations were drafted:

* Regulation for tax waivers administration act;
* Regulation for fund Acts (generic);
* Health services Bill; Civic education Bill;
* Bill on fair trading practices (anti-competition law);
* Physical planning and development Bill; and;
* Agriculture Bill.

The overall goal of the bills, if enacted into law, is to promote involvement and public participation in decision making, strengthen accountability and effectiveness in the delivery of public service, and enhance service delivery standards.

The county was supported to train MCAs and CEC members on formulation and drafting of bills and policies. The aim of the training was to build capacities of county staff to enhance their contribution to policies, laws and institutional reforms for the effective implementation of the Constitution. A total of 55 MCAs, 10 CEC members and 5 county staff were trained.

The county developed a Handbook of County Monitoring and Evaluation Indicators to track CIDP and strategic plans implementation. 45 mid-level managers were trained on performance appraisal system (PAS). The county conducted Training Needs Assessment for approximately 2,200 members of staff. The Needs Assessment Report will guide the county on the implementation of the assessment; conduct training on development and implementation of citizen service delivery charter; conduct external evaluation, moderation and ranking of county departments in performance contracts for F/Y 2014/2015.

The county’s institutional capacity was strengthened through training on performance management systems. As a result, the county established a secretariat to be in charge of performance contracting. Sixty-seven directors and secretariat members were trained on performance contract management. The county was also supported to develop a PMS, which show 8 CEC Members, 9 county chief officers and 4 other staff members trained on PMS. A further 45 county directors were also trained on PMS. The overall objective of the PMS training was to build and enhance the capacity of officers to fully appreciate and understand the performance management system as a critical tool in improving service delivery. The officers’ skills were enhanced on performance appraisal system and the linkage between individual performances and the overall performance of the organization towards the achievements of its vision, mission and strategic objectives. The PMS as a management tool is expected to lead to: improved service delivery; greater accountability by county government officials; better design and implementation of performance contracts; setting of performance targets; individual performance appraisal; improved strategic planning and management for the county.

The county strengthened citizen participation mechanisms and processes to ensure effective and equitable service delivery, transparent and accountable use of resources through the development of a civic education framework and public participation guidelines. The popular version of the CIDP was finalised to be used as a material in civic engagement. The county was also supported in gender mainstreaming and final report developed to guide in its implementation.

## Vihiga County

Vihiga County strengthened its service delivery mechanisms through the development of a risk management tool. The risk management tool will help the county to mitigate and eliminate any risk that may lead to low service delivery and have an impact on the development of the county. County officials where then trained on risk management, analysis and mitigation. Officers trained included: CEC members; chief officers; directors; staff from the governor’s office; supply chain management and finance department staffs. The trained officials are now able to identify, assess and prioritize risk in their work place.

The program also supported the review of the CIDP and developed a popular version of the CIDP as well as translated it from English to Kiswahili. The popular version of the CIDP will be used as a resource material for civic engagement to enable the county residents understand and appreciate the work of the county government toward their development.

The support also assisted the county to develop a civic education framework to enhance the knowledge and understanding of the ideals of democracy and commitment to the values and principles of democracy and what roles the citizens can play to advance their society. The framework will enable the county to roll out civic engagement across the county thereby meeting the aspirations of the people it serves.

## Kitui County

Kitui County strengthened its policy and legal framework for devolved governance through training of county officials including county assembly members, CEC and heads of departments on policy and legislative formulation. Twenty three county staff were trained on policies formulation and drafting of county bills.

The county strengthened its human resource capacity in order to support local development. The county put in place a performance management system and trained its CEC and Chief Officers on performance contracting and monitoring and evaluation. Thirty three (33) senior county staff were trained on performance contracting.

In the process of developing a County Civic Education Framework, the county produced civic education materials, translate CIDP popular version from English to Swahili to reach a bigger audience due to ease of understanding by the majority of the population and develop Public Service Charter.

## Programme Management

Project management capacities of implementing partners were enhanced. Two project management training sessions were conducted by UNDP and focused on programme management and reporting of results. Areas covered included development of project annual work plans and procurement plans, effectiveness and efficiency in monitoring, evaluation and reporting of results, UNDP programme management policies and procedures.

The project support team was capacitated by a Technical Advisor and a Project Monitoring and Evaluation Officer who are supporting project implementation.

1. Resource Utilization

Table 1 is an interim financial report for Government of Sweden funding for the period ending 31 December 2015. The Government of Sweden had committed to support the basket with 25mKr to be disbursed as follows; 12mKr for the financial year 2014/2015, 10mKr for 2015/2016 and 3mKr for 2016/2017. By the end of 2015, the Government of Sweden had disbursed USD 2,767,744 to support the project activities to be implemented by CoG and six county governments. So far, the programme had utilized USD. 1,696,497.46 equivalent to 63.2 per cent of the disbursed funds.

*Table 1: Financial Expenditure as at* 31 December 2015*.*

|  |  |
| --- | --- |
| **Item**  | **Amount(USD)** |
| Mobilized Resources from Sweden | **2,767,744.00** |
| Expenditure  |  **1,696,497.46** |
| Commitments[[2]](#footnote-2) | **53,802.00** |
| Total expenditures (expenditures + commitments) | **1,750,300.46** |
| Resource balance  | **1,017,443.66** |

1. Challenges/Lessons Learned

**Challenges**

The implementation of these activities has been faced with a number of challenges ranging from policy, institutional and transitional factors. They include:

1. Weak capacities at both national and county levels to develop AWP, M&E plans, procurement plans and reports leading to low absorption of budgeted funds;
2. Inadequate budgetary allocation as counterpart funds to support implementing partners’ activities;
3. Challenges in sharing information/data between national and county level delayed uptake of activities which require data for informed decision making. This was experienced during data collection exercises for the costing of government functions. There is generally mistrust between the two levels of government when undertaking activities that require synergy from both levels.

**Lesson Learned:**

1. In order to build county capacities for effective delivery of services, county governments should build strong partnerships with national government institutions in areas such as performance contracting, M&E and law reform reporting
2. Counterpart funding from the National Treasury and more funding from other Development Partners will accelerate the uptake of the activities.
3. The coordination role of the Ministry of Devolution and Planning (MoDP) and operationalization of the Inter-governmental Relations Technical Committee and sector working groups will address emerging issues and harmonize the implementation of devolution.
4. Conclusions and Way Forward

The support from the Swedish Government has enable the Government of Kenya implement priority activities to support devolution. Despite the transition challenges, there is optimism that devolution will work as it is a process and not an event. Strengthened capacities of key institutions coupled with strong political commitment and active participation by citizens will ensure that the anticipated results are realized.

UNDP will use the lessons from the current financial year to continue implementation of the Programme by strengthening the support to national level institutions and provide capacity support to county governments in line with their set priorities (see Annex I).

1. Next Phase of Implementation of the Sweden Support

In the next phase of implementation of the Swedish support, UNDP intends to support the CoG, and the six counties to consolidate and realize the results of the project as stipulated in the project document. The CoG will be supported to continue playing its convening and leadership role among the counties to ensure that the gains of devolution are safeguarded. The six counties will be supported to consolidate the results realized in 2015. Key areas of focus will be strengthening service delivery through performance management and monitoring and evaluation, civic engagement and public participation.

Annex I: Progress Made Towards Realization of Programme Results

The programme is on course to realise the results articulated in the Project Document *“Making Devolution Work: An Integrated UNDP Support Programme to the Devolution Process in Kenya – Project Document (2014-2018)”.* The programme results are organised around five pillars corresponding to key result areas and outputs. The progress on the overall project results is outlines in the table below:

***Devolution Programme Results***

| **Outputs** | **Indicators; Baseline and Targets** | **Progress on Output** |
| --- | --- | --- |
| **PILLAR 1: POLICY AND LEGAL FRAMEWORK** |
| **Policies, laws and institutional reforms for effective implementation of the Constitution at national and county levels are adopted** | Indicator 1.1: number of policies and laws adopted at the National level to support effective implementation of Devolution. Baseline: 10 (2013)Target: 15 (2018)Indicator 1.2: Proportion of supported counties that have capacity to formulate laws that promote devolution; Baseline: 0 (2013) Target: 80% of counties (2018) | 2 policies developed including draft Devolution Policy and 2nd Generation Revenue Sharing Formula. 38% in 2015 ( 5 out of 13 counties: Kilifi, Nyeri, Kitui, Samburu and Taita Taveta) |
| **PILLAR 2: CAPACITY BUILDING FOR INDIVIDUALS AND INSTITUTIONS SUPPORTING DEVOLUTION** |
| **Strengthened institutional and human capacities at national and county levels evident in supporting national and local development.**  | Indicator 2.1: Percentage of Supported Counties whose plans and budgets are approved by COB; Base Line - 40%; Target 80% | 97.9% (46 out of 47 counties) of County Budgets approved by Controller of Budgets (COB). CRA supported to review and comment on all 47 counties to align them with agreed ceilings and achieve balance between recurrent and development budgets. CRA supported to conduct training to MCAs from all 47 counties on the budget process and adherence to the budget ceilings |
| Indicator 2.2: No of Counties with performance management systems in place. Baseline 0 (2013). Target: At least 10 | 8 Counties (Kisumu, Kilifi, Bungoma, Turkana, Samburu, Kitui, Nyeri and Taita Taveta)  |
| Indicator 2.3: No of counties that develop business models that are inclusive and sustainable. Baseline: 0 (2013); Target: At least 10 by 2018 | 2 Counties (Turkana and Kwale)  |
| Indicator 2.4: MSE coordination mechanism in place**Baseline:** None (2013); **Target:** At least 10 by 2018 | Council of Governors supported to hold a Conference for Jua Kali Sector to disseminate MSE practices across 47 Counties.  |
| **PILLAR 3: STRENGTHENED SERVICE DELIVERY MECHANISMS AND PEACEFUL CO-EXISTENCE AT COUNTY AND SUB-COUNTY LEVELS.**  |
| **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.**  | Indicator 3.1: The existence of disaggregated data to inform socio economic development. **Baseline:** National and county policies, plans, and strategies not informed by analytical studies and quality disaggregated data; no disaggregated data to monitor MDGs, human development issues; national and county development priorities; inadequate capacities at county level including on financial absorption. **Target:** At least 50% development policies and plans are informed by quality disaggregated data; system in place by 2016 to monitor MTP II implementation progress.  | Information received from all 47 Counties to inform the 2nd Generation Revenue Sharing Formula. Consultations held with all 47 Counties on budget making aligned to development objectives.  |
| Indicator 3.2: # of Surveys, MDGs and HD reports, assessments, analytical works, policies, and advocacy papers conducted/prepared to inform development planning and management at national and county levels. Baseline: 0 (2013); Target: 4 (2018) | 1 Sectoral Policy and Legislative Analysis undertaken.  |
| Indicator 3.3: # of Counties with strategies for peace building community security and cohesion integrated development plans and budgets, sector strategies and programmes mainstreaming. Baseline 0 (2013), Target 10 (2018).  | 3 Counties (Kisumu, Turkana and Kilifi) trained on collaborative leadership  |
| **PILLAR 4: CITIZENS EMPOWERMENT IN LOCAL DEVELOPMENT PLANNING AND FINANCING** |
| **Output 4: Citizen Participation mechanisms and processes strengthened to ensure effective and equitable service delivery and people-centred devolved system of government.**  | Indicator 4.1: % of citizens satisfied with public service delivery by National and County Governments (disaggregated by County, Sex, age, social group. Baseline 63.5% in 2009; Target 75% in 2018.  | Survey conducted in 2013 by Transparency International revealed satisfaction percentage of 43%.  |
| Indicator 4.2: % of high burdened counties supported whose plans and budgets reflect HIV and AIDs. Baseline 3 (2013), Target 50% of high burdened counties have HIV and AIDs plans and budgets.  |   |
| **PILLAR 5: PILOTING COUNTY DEMONSTRATION PROJECTS** |
| **Output 5: Pilot testing of full local development cycle including participatory planning, budgeting (including gender budgeting), local level implementation capacities performance and change management, monitoring and learning.**  | Indicator 5.1: County governments capacitated to deliver equitable, high quality public services. Baseline: 0 in 2013; Target: At least 10 by 2018.  | 3 Counties trained in development of CIDPs and Sectoral Plans. All County Executive Members Trained on CIDPs and PFM. Consultations held between County Executives and County Assemblies Forum. 2 counties (Turkana and Marsabit) support to hold international investment conferences |
| **PROJECT MANAGEMENT**  |
| **Output 6: Improved Programme Management Support to the devolution programme.**  | Indicator 6.1: No of Staff engaged. Baseline 1 (2013). Target 7 (2018).  | 3 staff recruited  |
| Indicator 6.2: Unqualified Audit reports. Baseline None.  | Unqualified 2014 audit for the Project |
| Indicator 6.3: Positive evaluation reports. Baseline None; Target - positive 2018.  | No evaluation conducted on the project in 2015 but midterm review is planned in 2016 |

Annex II: Results and Resources Framework (2015)

1. **Council of Governors**

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| **Outcome: CP OUTCOME 2 (UNDAF OUTCOME 1.3):** Devolution and accountability: By 2017, a participatory devolution process that is well understood by stakeholders adequately coordinated and equitably resourced for the delivery of accessible and quality services; devolved institutions are legally, financially and technically empowered, well-managed, effective, accountable; resource management is transparent, equitable, effective and efficient at all levels. |
| **Outcome Indicator: Level of public confidence in the delivery of basic services disaggregated by sex, urban/rural and income groups** |
| **Strategic Result Area:** i) Strengthened and aligned capacities at national and county levels; ii) Strengthened policy and legal framework for devolved governance; iii) Strengthened citizen engagement in devolved governance; and iv) Integrated service delivery demonstrated in select counties. |
| **Support to the Implementation of Devolved Government in Kenya** |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS (nature and total costs in USDs of inputs needed to produce each output) |
| **Output 1:** **Policy and legal Framework***Baseline: Legislative Drafting Baseline Report**Indicators: number of c*ommon legislation adopted by countiesImproved legislative capacity of the counties*Targets:*14 common legislations47 legal offices | Targets (2015)-2 common legislations-47 legal officers | 1. Support establishment of an efficient legal department of the Council of Governors with legislative expertise in legislative drafting
2. Provide technical support to CoG committees to develop position papers, policies and lobbying strategies
3. Validation, design and publication of sectoral policy and legislative analysis baseline report
4. Facilitate the process of development of model legislation as per needs of the counties supported under each thematic committee
 | *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD 120,000* |
| **Output *2:******Strengthened and aligned capacities at national and county levels;****Baseline: KSG Capacity Assessment report**Indicators: Number of counties demonstrating enhanced leadership capacity**Target :47**Common positions on devolution functions**Target: 14* | Targets (2015)-14 countiesTargets (year 2)-47 counties | * 1. Organize Roundtable forums for Governors focusing on; Constitutional and PFM matters, Resource Mobilization for County programmes and projects, revenue collection, corruption/perceived corruption, advocacy and negotiation for strengthened intergovernmental relations
	2. Sensitization of county health management teams on good governance and financial accountability
	3. Training of County Liaison Development Partner Officers
	4. Support gender mainstreaming in Council of Governors programmes
	5. Development of resource mobilization strategy for the Council of Governors
	6. High level Council of Governors meetings (Meeting of Governors)
	7. Sectoral committees meeting (Meeting of CEC members) to build capacities and achieve consensus in various working committees
	8. Review of CoG work plan
	9. Promoting a global policy of balanced development and territorial cohesion in Commonwealth Local Government Conference, United Nations General Assembly and South to South Cooperation
	10. Establishment of Monitoring and Evaluation Framework and System for the Council of Governors
	11. Support staff capacity development training
	12. Support to the Council of Governors technical assistant
 | *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD 480,000* |
| **Output 3.** **Strengthened citizen engagement in devolved governance***Indicators: number of publications disseminated* *Baseline: Annual Report, COG Website, COG Strategic Plan**Targets: number of quarterly reports* *Baseline: 1**Indicators: 1st devolution conference report**disseminated* | Targets (2015)-4 counties | * 1. Recruit 3 UNVs per county (M&E, statistics and Public Finance Management) to support the 47 counties
	2. Development and launch of a devolution law report (case digest of devolution matters from 2010-2015) in collaboration with National Council on Law Reporting
	3. Review of The COG Communications Strategy
	4. Publication of Good practices in leadership of Counties documented and disseminated
	5. Production of COG Brochures and publicity materials
	6. Positioning Devolution Outcomes in the Media: developing a joint Work plan on targeted information gathering with County Directors of Communication and; training senior journalists on reporting Devolution and governance issues
	7. Development of and publication of devolution success stories
	8. Support of the 2nd Annual Devolution conference including support with UNVs to volunteer during the 2nd Annual Devolution Conference
 | *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD 332,000* |
| **Total Budget**  |  |  |  | ***USD 932,000*** |

1. **Vihiga County**

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| **Outcome: CP OUTCOME 2 (UNDAF OUTCOME 1.3):** Devolution and accountability: By 2017, a participatory devolution process that is well understood by stakeholders adequately coordinated and equitably resourced for the delivery of accessible and quality services; devolved institutions are legally, financially and technically empowered, well-managed, effective, accountable; resource management is transparent, equitable, effective and efficient at all levels. |
| **Outcome Indicator: Level of public confidence in the delivery of basic services disaggregated by sex, urban/rural and income groups** |
| **Strategic Result Area:** i) Strengthened and aligned capacities at national and county levels; ii) Strengthened policy and legal framework for devolved governance; iii) Strengthened citizen engagement in devolved governance;  |
| **Support to the Implementation of Devolved Government in Kenya** |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS (nature and total costs in USDs of inputs needed to produce each output) |
| **Output 1:** Policies for effective implementation of the constitution at county levels are adopted.**Baseline:** * MCAs have minimal knowledge on policy and legislation development.

**Indicators:** * No. of MCAs trained on bills and policies formulation.

**Targets:** * 1 Vihiga Sub County to be supported.
* 40 MCAs to be trained on bills and policy formulation
 | Targets (2015)-2 common legislations adopted -1 legal office established | 1. Capacity building in policy and legislation development
 | *Vihiga County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD 31,800* |
| **Output 2:** Service delivery mechanisms strengthened.**Baseline:*** Zero on Risk Assessment Tools.

**Indicators:*** No of staff trained on risk assessment.
* Risk assessment tool in place
* No. of UNVs recruited?

**Targets:*** 2 risk assessment tools developed.
* 30 officers to be trained on risk assessment tools.
* 2 M&E UNVs recruited
 | Targets (2015)-2 Risk Assessment tools to be developed.-30 officers to be trained on Risk Assessment tools.-2 M&E UNVs recruited  | 1. Development of risk assessment tools
2. Recruit 2 M&E UNVs to assist county in service delivery.
 | *Vihiga County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support* *USD 52,946* |
| **Output 3:**Strengthened citizen participation mechanisms and process to ensure effective and equitable service delivery, transparent and accountable use of resources. **Baseline:** * Zero on County Civic Education Programme.

**Indicators:** * No. of civic edu. Framework developed?
* No. of ToTs trained.
* Popular version developed?
* No. of translated version of the CIDP produced.
* No. of officers trained on civic education
* No. of information centres established?

**Target:** * 1 civic education frameworks developed.
* 25 ToTs trained.
* 1 CIDP popular version developed
* 500 copies printed (CIDP popular version)
* 35 officers trained on Civic Education
* Engage local Sub-county and Ward Administrators on Devolution and Governance. 30 officers.
* 2 Sub counties (Emuhaya and Sabatia) 1 ward (Banja)
 | Targets (2015)-1 civic education frameworks to be developed.-25 ToTs trained.-1 CIDP popular version developed-500 copies CIDP popular version printed-35 officers trained on Civic Education-30 officers.-2 Sub counties and 1 ward reached through civic education | 1. Develop a framework for County Civic Education Programme
2. Training of Trainers
3. Review of popular version of CIDP
4. Capacity building on Civic Education (devolution and governance).
 | *Vihiga County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support* USD 365,394 |
| **Total**  |  |  |  | **USD 450,140** |

1. **Kilifi County**

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| **Outcome: CP OUTCOME 2 (UNDAF OUTCOME 1.3):** Devolution and accountability: By 2017, a participatory devolution process that is well understood by stakeholders adequately coordinated and equitably resourced for the delivery of accessible and quality services; devolved institutions are legally, financially and technically empowered, well-managed, effective, accountable; resource management is transparent, equitable, effective and efficient at all levels. |
| **Outcome Indicator: Level of public confidence in the delivery of basic services disaggregated by sex, urban/rural and income groups** |
| **Strategic Result Area:** i) Strengthened and aligned capacities at national and county levels; ii) Strengthened policy and legal framework for devolved governance; iii) Strengthened citizen engagement in devolved governance;  |
| **Support to the Implementation of Devolved Government in Kenya** |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS (nature and total costs in USDs of inputs needed to produce each output) |
| ***Output 1****:***Strengthened institutional and human capacities in the county*****Baseline:*** * ***0*** *information on*County M&E indicators to track CIDP and strategic plans implementation
* 40 trained secretariat members, directors and other senior staff 30,other county staff 0
* 10 PC in place

***Indicator:***- Monitoring and Evaluation Indicators Handbook ;- No. trained on performance management systems- signed performance contract- No of Conduct Training Needs Assessment reports- developed citizen service delivery charter and implementation reports - 1 external evaluation report- no. of benching marking visits done***Target****:* *-* County M&E indicators to track CIDP and strategic plans implementation-100 to be trained on PAS-2200 county staff trained on TNA-45 trained on citizen service delivery-1 external evaluation report on PC-1 report on management performance**-** 10 citizen service delivery charters’-recruit two(2) personnel  | Targets (2015)County M&E indicators to track CIDP and strategic plans implementation-100 to be trained on PAS-2200 county staff trained on TNA-45 trained on citizen service delivery-1 external evaluation report on PC-1 report on management performance**-** 10 citizen service delivery charters’-recruit two(2) personnel | 1. Develop a Handbook on County Monitoring and Evaluation indicators to track CIDP and strategic plans implementation
2. Conduct Training Needs Assessment
3. conduct external evaluation, moderation and ranking of county departments on overall performance contracts
4. establishment of PMS and M&E system to fast track and report on the implementation of key county government projects/programs, and also coordinate policy formulation and implementation
 | *Kilifi County* *CoG**MoDP**UNDP* *Development Partners*  | *Financial and TA support**USD* 165,000 |
| ***Output 2:*** **Citizen participation mechanisms and processes strengthened to ensure effective and equitable service delivery and people centred****Baseline: 0*****Indicators:*** * No of forums held
* Civic Education handbook;
* public participation framework,

***Target****:** 1 County Civic Education framework on devolution
* 1 CIDP popular version
* 1 handbook on citizen participation
* 1 sub-county forum on gender mainstreaming
 | Targets (2015)-1 County Civic Education framework on devolution-1 CIDP popular version-1 handbook on citizen participation -1 sub-county forum on gender mainstreaming | 1. Develop CIDP popular version
2. Citizen Empowerment in Local Development Planning and Financing
3. Develop county civic education handbook and citizen participation manuals
4. gender mainstreaming for inclusive and sustainable growth
 | *Kilifi County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD* 114,000 |
| ***Output 3:*****Policies, laws and institutional reforms for effective implementation of devolution and the constitution*****Baseline****: 0****Indicators :***No of bills published***Targets****:*5 bills published;2 regulations developed | Targets (2015)-5 bills published;-2 regulations developed | 1. development and formulation of county legislations and policies
2. capacity building for MCA and CEC on formulation/drafting of bills and policies
 | *Kilifi County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD* 68,000 |
| **Total**  |  |  |  | ***USD* 347,000** |

1. **Kitui County**

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| **Outcome: CP OUTCOME 2 (UNDAF OUTCOME 1.3):** Devolution and accountability: By 2017, a participatory devolution process that is well understood by stakeholders adequately coordinated and equitably resourced for the delivery of accessible and quality services; devolved institutions are legally, financially and technically empowered, well-managed, effective, accountable; resource management is transparent, equitable, effective and efficient at all levels. |
| **Outcome Indicator: Level of public confidence in the delivery of basic services disaggregated by sex, urban/rural and income groups** |
| **Strategic Result Area:** i) Strengthened and aligned capacities at national and county levels; ii) Strengthened policy and legal framework for devolved governance; iii) Strengthened citizen engagement in devolved governance;  |
| **Support to the Implementation of Devolved Government in Kenya** |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS (nature and total costs in USDs of inputs needed to produce each output) |
| **Output 1:****Policies and laws for effective implementation of devolution developed and adopted by the county.****Baseline**:* Ministry of Agriculture, Water and Irrigation have developed 4 policies.

**Indicators**: * Number of policies, laws, bills adopted and drafted.
* Number of officers trained on legislative drafting and policy formulation.

**Targets**: * 20 senior officers to be trained.
* 56 Policies to be developed.
* 5 bills to be developed.
 | Targets (2015)-20 senior officers to be trained.-56 Policies to be developed.-5 bills to be developed | 1. Support policy formulation and drafting of county bills.
2. Capacity development for MCAs, CEC, HoDs on legislative and policy development.
 | *Kitui County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 69,944 |
| **Output 2:****Service delivery mechanisms established.****Baseline**:* 0 data management information system in place
* Draft Service Delivery Charter for ministries developed
* County has established M & E unit which is ill equipped

**Indicators:*** Number of officers trained in information data management system.
* No of HoDs trained on Public Service Delivery.
* No of County Office staff trained on M&E
* 1 UNV recruited
* M&E framework in place
* developed public service charter
* No of information centres established

**Targets:** * 23 officers to be trained in information data management system
* 8 information centres to be established
* Recruit 1 UNVs.
* 1 M&E frameworks to be developed at county level.
* 10 HoDs to be trained on Public Service Delivery
* 20 staff to be trained on M&E at county level.
 | Targets (2015)-23 officers to be trained in information data management system-8 information centres to be established-Recruit 1 UNVs.-1 M&E frameworks to be developed at county level.-10 HoDs to be trained on Public Service Delivery-20 staff to be trained on M&E at county level | 1. Establish a registry service/data management system.
2. Develop and publish service charters.
3. Establish M&E Mechanism
 | *Kitui County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 159,955 |
| **Output 3:**Human resource development evident to support local development and staff workload analysis.**Baseline:** * 0 number of UNVs.

**Indicators:** * Number of UNVs recruited
* Number of people trained in Performance Contracting.

**Targets:** * 1 UNVs.
* 30 People to be trained on Performance Contracting**.**
 | Targets (2015)-1 UNV recruited. -30 People to be trained on Performance management | 1. Technical assistance to the county on Human Resource Development and determination of Full Time Engagement
 | *Kitui County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 20,882 |
| **Output 4:**County Civic education Framework developed.**Baseline:** * Zero Ward Administrators trained on Civic Education.
* 0 civic education framework

**Indicators:** * Civic Education framework developed?
* No. of Ward Administrators trained.
* No. of translated version of the CIDP produced?

**Target:** * 24 Administrators to be trained on Civic Education.
* 1 Civic Education framework to be developed.
* 2 sub-counties to be supported.
 | Targets (2015)-24 Administrators to be trained on Civic Education.-1 Civic Education framework to be developed.-2 sub-counties to be supported | 1. Develop a framework for County Civic Education
2. Develop CIDP popular version.
 | *Kitui County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 48,865 |
| **Total**  |  |  |  | ***USD* 299,646** |

1. **Nyeri County**

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| **Outcome: CP OUTCOME 2 (UNDAF OUTCOME 1.3):** Devolution and accountability: By 2017, a participatory devolution process that is well understood by stakeholders adequately coordinated and equitably resourced for the delivery of accessible and quality services; devolved institutions are legally, financially and technically empowered, well-managed, effective, accountable; resource management is transparent, equitable, effective and efficient at all levels. |
| **Outcome Indicator: Level of public confidence in the delivery of basic services disaggregated by sex, urban/rural and income groups** |
| **Strategic Result Area:** i) Strengthened and aligned capacities at national and county levels; ii) Strengthened policy and legal framework for devolved governance; iii) Strengthened citizen engagement in devolved governance;  |
| **Support to the Implementation of Devolved Government in Kenya** |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS (nature and total costs in USDs of inputs needed to produce each output) |
| **Output 1:**Strengthened and aligned capacities at national and county levels; Performance management system in place.**Baseline:*** 10 Draft Departmental Strategic Plans in place
* 10 Draft Departmental performance contracts in place.
* 0 PMS in place

**Indicators:** * PMS in place
* No. of trainings held.
* No of officers trained on Performance Contracting and Appraisal system
* No. of officers trained on M&E.
* M&E policy framework

**Targets:** * 100 officers to be trained on M&E.
* 25 officers to be trained on Performance Contracting and Appraisal system
* 10departments to be supported on Performance Contracting and Appraisal system
 | Targets (2015)-100 officers to be trained on M&E.-25 officers to be trained on Performance Contracting and Appraisal system-10departments to be supported on Performance Contracting and Appraisal system | 1. Development of a performance management.
2. Development of an M&E Framework
 | *Nyeri County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 98,023 |
| **Output 2:** Policies, laws and institutional reforms for effective implementation of the constitution at county level are developed and or adopted.**Baseline:** * 10 Draft Policies and 10 Bills in all departments(One for each department)

In**dicators:** * Number of laws drafted/developed and or adopted.
* Number of officers trained on legislative drafting and policy formulation.

**Targets:** * 20 officers from both CAs and County Executive trained on legal drafting
* 10 laws to be drafted.
 | Targets (2015)-20 officers from both CAs and County Executive trained on legal drafting -10 laws to be drafted | 1. legislative development and policy formulation
 | *Nyeri County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 49,207 |
| **Output 3:** Citizen participation mechanisms established.**Baseline:** * 10 Civic Education forums held under the department of Public Administration, information and Communication.

**Indicators:** * No. of civic education forums held.
* No. of public participation policy and hand book published.
* No of officers trained on Information Management
* No. of equipped information centres

**Targets:** * 500 copies of public participation policy and hand book printed.
* 1 citizen forum conducted.
* 2 sub-counties (Mweiga and Karatina) modelled
* 4 staff trained on information management
 | Targets (2015)-500 copies of public participation policy and hand book printed. -1 citizen forum to conducted-2 sub-counties (Mweiga and Karatina) modelled -4 staff trained on information management | 1. Develop civic education Framework
2. operationalization of County information centres
 | *Nyeri County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 117,630 |
| **Total** |  |  |  | ***USD* 264,860** |

1. **Kisumu County**

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| **Outcome: CP OUTCOME 2 (UNDAF OUTCOME 1.3):** Devolution and accountability: By 2017, a participatory devolution process that is well understood by stakeholders adequately coordinated and equitably resourced for the delivery of accessible and quality services; devolved institutions are legally, financially and technically empowered, well-managed, effective, accountable; resource management is transparent, equitable, effective and efficient at all levels. |
| **Outcome Indicator: Level of public confidence in the delivery of basic services disaggregated by sex, urban/rural and income groups** |
| **Strategic Result Area:** i) Strengthened and aligned capacities at national and county levels; ii) Strengthened policy and legal framework for devolved governance; iii) Strengthened citizen engagement in devolved governance; and v) Integrated service delivery demonstrated in select counties. |
| **Partnership Strategy:****Lead Agency:** UNDP**Implementing Partner :** Ministry for Devolution and Planning**Responsible Partners:** Council of Governors; Transition Authority; Commission on Revenue Allocation, Intergovernmental Budget and Economic Council, National Treasury and Select County Governments**Other Actors:** other UN Agencies, Development Partners |
| **Support to the Implementation of Devolved Government in Kenya****Agreement Number: 51110098** |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS (nature and total costs in USDs of inputs needed to produce each output) |
| **Output 1:** County Performance Management system developed.*Baseline: None**Indicators: Functional Performance Management System in place**Targets:** *Functional Performance Management System in place*
 | Targets (2015)-Functional Performance Management System in place | 1. Design and development of the PMS
2. Capacity building of Staff on PMS
 | *Kisumu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 231,046 |
| **Output 2:** County Performance Contracts of 2014/2015 reviewed*Baseline: PC Developed* *Indicators: PC Reviewed as planned* *Targets:** *PC Reviewed*
 | Targets (2015)*-PC Reviewed* | 1. Review and evaluation of PC
 | *Kisumu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 20,000 |
| **Output 3:** Capacity for middle level Officers developed on performance management.*Baseline: 394 officers trained.**Indicators: No of officers trained (disaggregated by sex)**Targets:** *400 officers trained*
 | Targets (2015)*-400 officers trained* | 1. Capacity building for officers on PMS
 | *Kisumu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 120,000 |
| Output 4: Increased awareness of development plans and projects by Kisumu County Residents *Baseline: Nil**Indicators: % of the residents**Targets: 60% of residents* | Targets (2015)*-60% of residents* | 1. Develop the popular version of the CIDP
 | *Kisumu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 20,000 |
| **Total**  |  |  |  | **USD 370,046** |

1. **Samburu County**

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| **Outcome: CP OUTCOME 2 (UNDAF OUTCOME 1.3):** Devolution and accountability: By 2017, a participatory devolution process that is well understood by stakeholders adequately coordinated and equitably resourced for the delivery of accessible and quality services; devolved institutions are legally, financially and technically empowered, well-managed, effective, accountable; resource management is transparent, equitable, effective and efficient at all levels. |
| **Outcome Indicator: Level of public confidence in the delivery of basic services disaggregated by sex, urban/rural and income groups** |
| **Strategic Result Area:** i) Strengthened and aligned capacities at national and county levels; ii) Strengthened policy and legal framework for devolved governance; iii) Strengthened citizen engagement in devolved governance;  |
| **Support to the Implementation of Devolved Government in Kenya** |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS (nature and total costs in USDs of inputs needed to produce each output) |
| **Output 1**: Improved service delivery mechanisms**Baseline:** * 15 CEC, HODs trained on trained on PC
* 0 PM framework in place
* Approved draft CIDP in place

**Indicator:** * 39 trained on Performance Management.
* No of contracts signed.
* Functional M&E system in place.
* Functional PMS in place.
* CIDP popular version in place
* No of officers trained on popular version of the CIDP (devolution and governance)

**Target:** * 80 people to be trained on PC.
* 1 Functional M&E system in place.
* 1 Functional PMS in place.
* 1 CIDP popular version
* 25 ward administrators trained on CIDP popular version.
 | Targets (2015)-80 people to be trained on PC. -1 Functional M&E system in place.-1 Functional PMS in place.-1 CIDP popular version-25 ward administrators trained on CIDP popular version. | 1. development of the performance management framework
2. capacity building of county officers on Performance contracting
3. Review and publish the CIDP.
4. Development of popular version of the CIDP
 | *Samburu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support*USD 117,855 |
| **Output 2:** Policies, laws and institutional reforms for effectiveImplementation of the Constitution at county levels is adopted.**Indicators:** * No. of people to be trained on policy formulation and legislation

**Targets:** * 50 officers trained on policy formulation and legislation.
 | Targets (2015)-50 officers trained on policy formulation and legislation. | 1. Capacity development for MCAs, CEC, COs, and directors/HOD on policy formulation and legislative development.
 | *Samburu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD* 94,000 |
| **Output 3:** Strengthened human capacities at county and ward levels. **Baseline:*** 30 county officials trained on gender issues.

**Indicator:** * No. of MCAs trained on gender mainstreaming.
* No. of women trained on leadership.
* No. of Advocacy events held?

**Target:*** 27 MCAs to be trained on leadership role in gender mainstreaming.
* 9 women MCAs to be trained on gender advocacy
* 1 advocacy event to be conducted
 | Targets (2015)-27 MCAs to be trained on leadership role in gender mainstreaming. -9 women MCAs to be trained on gender advocacy-1 advocacy event to be conducted | 1. Capacity building for MCAs and mentorship programmes for MCAs
 | *Samburu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD* 91,000 |
| **Output 4:** Increase county investment levels and bridge resource gap.**Baseline**: * Consultative meetings/discussions with 4 potential investors engaged.

**Indicators:** * The investment plan
* Resource map booklet

**Target:** * 1 Resource mapping report.
* County investment plan
 | Targets (2015)-1 Resource mapping report.-County investment plan | 1. develop a resource mapping document and county Investment Plan
 | *Samburu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD 98,000* |
| **Output 5 :**Civic education and public participation framework developed.**Baseline:** * Zero information on Civic Edu.
* 15 Public Participation engagements.
* 1 training in policy formulation and legislation.
* 1 training MCAs on policy formulation and legislative development
* County government act on public participation in place

**Indicators:** * Civic Education Framework in place?
* No of ToTs trained.
* Public Participation framework in place?
* No of materials produced in Civic Education.

**Targets:** * 40 ToTs to be trained.
* 1 civic education framework developed.
* 1 County public participation framework.
 | Targets (2015)-40 ToTs to be trained.-1 civic education framework developed.-1 County public participation framework | 1. Develop a Civic Education Framework.
2. Develop County public participation framework.
 | *Samburu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD 66,400* |
| **Output 6:** Mechanisms for community security, social cohesion and resilience to disaster enhanced**Baseline:** * 3inter county peace meetings in record.
* 11 peace rallies in record.
* 0 training conducted on peace building.
* Highly volatile county; persistent incidences of violent cattle rustling;
* no previous well-structured peace forums

 **Indicator**:* No of PB training/ workshops/dialogues supported.
* Signed peace agreements.

**Target:** * Train 15 local resource persons trained on trauma recovery and counselling for 3 sub-counties
 | Targets (2015)- Train 15 local resource persons trained on trauma recovery and counselling for 3 sub-counties | 1. Capacity development on Collaborative leadership and Dialogue for County Leaders.
2. Develop trauma recovery and counselling framework for affected communities.
 | *Samburu County* *CoG**MoDP**UNDP* *Development Partners* | *Financial and TA support**USD 56,500* |
| **Total** |  |  |  | **USD 532,505** |

1. Kisumu, Siaya, Homa Bay, Migori, Kisii, Nyamira, Busia, Bungoma, Kakamega, Vihiga, Bomet, Kericho, and Trans-Nzoia [↑](#footnote-ref-1)
2. These are encumbered funds of payments already received and being processed by the Country Office. [↑](#footnote-ref-2)