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Development Effectiveness Kenya



Effective Development
Co-operation Strategic Plan,
Kenya
(2018- 2022)



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ACRONYMS

AAA	Accra Agenda for Action
AEG	Aid Effectiveness Group
AES	Aid Effectiveness Secretariat
APRs	Annual Progress Reports
BRICS	Brazil, Russia, India, China, South Africa
CIDPs	County Integrated Development Plans
CFSP	County Fiscal Strategy Paper
CSOs	Civil Society organizations
DEG	Development Effectiveness Group
DES	Development Effectiveness Secretariat
DPs	Development Partners
e-ProMIS	electronic Project Monitoring Information System
EU	European Union
ERD	External Resources Department
GPEDC	Global Partnership for Effective Development Co-operation
GoK	Government of Kenya
HLM2	Second High Level Meeting
IFMIS	Integrated Financial Management Information System
KERP	Kenya External Resources Policy
MoF	Ministry of Finance
MTP(s)	Medium Term Plan(s)
MTP II	Second Medium Term Plan
MTEF	Medium Term Expenditure Framework
NIMES	National Integrated Monitoring and Evaluation System
NOD	Nairobi Outcome Document
ODA	Official Development Assistance
PIUs	Project Implementation Units
PFM	Public Finance Management
SDGs	Sustainable Development Goals
SWGs	Sector Working Groups

FOREWORD



The Government of Kenya (GoK) appreciates the support of our Development Partners to fund our economic development agenda given that resources are scarce. The GoK has subscribed to the principles of effective development co-operation of: Ownership of development priorities by developing countries; Focus on results; Inclusive development partnerships; transparency and accountability under the Global Partnership for Effective Development Co-operation (GPEDC). Given the progress that Kenya has made in the harmonization and coordination agenda, Kenya was privileged and had the honour of hosting the Second High Level Meeting (HLM2) of the GPEDC

from 28th November to 1st December 2016 at the Kenyatta International Convention Centre, Nairobi. To advance the outcome of HLM2 of GPEDC, we must ensure that we implement the commitments that were agreed upon in the HLM2 Nairobi Outcome Document, 2016.

The GoK has been implementing the aid and development effectiveness agenda since 2003 but gained momentum in 2009 when Government leadership and ownership in the alignment to national development agenda, harmonization and coordination of development partners' activities strengthened. The Development Effectiveness Group, formerly the Aid Effectiveness Group has made significant progress in advancing the agenda which include: Structured mutual dialogue between the Government, Development Partners, Private sector and Civil Society Organizations; Improvement in alignment of external development assistance to the Government's national development agenda; Use of Country-led results frameworks in all development projects/ programmes; Efforts towards inclusive development partnerships with private sector and civil society organizations; improvement in annual and medium term predictability of external assistance; and improved financial reporting and auditing using country systems.

However, some of the challenges that still remain are: low absorptive capacity of official development assistance by Government Ministries, Departments and Agencies; division of labour process; lack of harmonization of the Government sector working groups; strong inclusive development partnerships; low mutual trust, weak accountability and transparency; lack of commitment in the use of country systems by development partners especially in procurement and budgeting; and weak capacity in timely collection and use of government statistical data.

During the third Medium Term Plan (MTP 3, 2018-2022), the GoK has prioritized the "Big Four", that is ; Affordable Housing, Health, Food Security and Manufacturing as the top priority areas to drive economic growth and development. In this regard, we urge all development actors to align their support to these national priorities. This Strategic Plan seeks to implement key interventions that will address the above challenges and ensure we realize the effective development co-operation principles and commitments to ensure we achieve the Kenya Vision 2030 and the Sustainable Development Goals.

Mr Henry Rotich, EGH,

Cabinet Secretary, National Treasury and Ministry of Planning

PREFACE



Coordination and harmonization of Official Development Assistance (ODA) is critical to reduction of transactions and to achieve the Kenya Vision 2030. The Government of Kenya (GoK) and the National Treasury has provided strong government leadership in the course of implementing the Effective Development Co-operation principles since the Third High Level Forum on Aid Effectiveness held in Accra Ghana in 2009. The high level meeting in Accra Ghana signaled a turning point on how we champion the development effectiveness agenda. Consequently, the National Treasury institutionalized the coordination of the effective development agenda within

the Government and with our Development Partners. This has led to more coordinated dialogue and harmonization of development partners activities at the national level which in turn are aligned to the National Development agenda. One of our major achievements in the harmonization agenda is the alignment principle where the National Treasury has ensured that all development programmes being externally financed are aligned to the Kenya Vision 2030 and its Medium Term Plans.

This Development Cooperation Strategy provides the strategic direction for the Development Effectiveness Group for the next five years. The objective of the Strategy is to domesticate the implementation of the Effective Development Co-operation principles and commitments as agreed upon under the Global Partnership for Effective Development Co-operation. An implementation plan has been put in place to guide the monitoring and evaluation of the planned activities for effective development co-operation and results.

The strategy has been developed through a collaborative effort and contribution of our partners who form the Development Effectiveness Group and captures the joint commitments agreed on to ensure development effectiveness at the national level. I wish to thank the Development Effectiveness Secretariat under the Director, Resource Mobilization Department, the Development Effectiveness Group members and all our stakeholders whose technical inputs enormously contributed to the finalization of this strategy. We thank the European Union for the financial and technical assistance in the drafting and publishing of this strategy. Special thanks go to the Cabinet Secretary, Mr. Henry Rotich for his strategic leadership in the implementation of the development effectiveness and harmonization agenda.

We commit to pursue the implementation of the Effective Development Co-operation principles for the accelerated implementation of the Kenya Vision 2030, the 2030 Agenda and the Sustainable Development Goals. We hope that the implementation of the interventions agreed herein will support the achievement of the effective development co-operation principles and commitments for the eradication of poverty and improvement of welfare of all Kenyans.

A handwritten signature in black ink, appearing to read 'K. Thugge', with a stylized flourish at the end.

Dr. Kamau Thugge, CBS
Principal Secretary, The National Treasury

JOINT STATEMENT FROM DEVELOPMENT EFFECTIVENESS GROUP

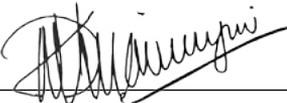
In the spirit of enhancing harmonization and co-operation in funding development in Kenya, the Development Effectiveness Group (DEG), adopts the Effective Development Co-operation Strategic Plan to guide our activities from now to 2022. This Effective Development Co-operation Strategic Plan is the product of intensive dialogue within the DEG, since 2015, on how to operate more effectively by enhancing harmonisation, alignment and coordination. As Development Partners in Kenya we join the Government of Kenya in subscribing to the Effective Development Co-operation principles, as agreed in 2011 in Busan and reshaped at the Second High Level Meeting (HLM2) of the Global Partnership for Effective Development Cooperation, held in Nairobi from 28th November to 1st December 2016.

From the Nairobi HLM2 we are inspired that, in Kenya, the principles and commitments of the Global Partnership for Effective Development Cooperation (GPEDC), as spelled out in the Busan Partnership Agreement and the Nairobi Outcome Document, are fully implemented. The 4 principles include - ownership of development priorities by developing countries; focus on results; inclusive development partnerships; and transparency and accountability to each other.

Together, as Partners in Development, we want to build a bright future for Kenya and her people. The Effective Development Cooperation Strategic Plan (hereafter, "The Plan") provides us with a framework to improve our development cooperation processes to be more efficient, focused, accountable and transparent, and to make adjustments as required. The Plan urges us to better align our financial resources and our ways of working towards national and county priorities and through use of country systems.

Beyond committing to this Effective Development Cooperation Strategic Plan, we will have to walk the talk. The Plan provides us with an implementation framework with a set of articulated key interventions, means of implementation and indicators. Development Effectiveness Secretariat (DES) in the National Treasury has the mandate to oversee the full implementation of the Plan: we will respect ownership, focus on results in priority areas of development for the Government, work in an inclusive partnership - ensuring that all relevant stakeholders, especially Civil Society Organizations (CSOs) and the private sector are on board - and increase accountability.

The visibility strategy will be instrumental in raising awareness to the general public regarding effective development cooperation in Kenya. Together, we shall make progress in the implementation of Effective Development Co-operation Principles and bring Kenya to the level of a model Country for the whole Global Partnership.

Sign:  _____

Name: Jackson Kinyanjui, OGW
Chair - Development Effectiveness Group

Date: May 10, 2018

Sign:  _____

Name: Teresa Savanella
Co-Chair - Development Effectiveness Group

Date: May 10, 2018

1.0 EXECUTIVE SUMMARY

Kenya hosted the Second High Level Meeting (HLM2) of the Global Partnership for Effective Development Cooperation (GPEDC) from 28th November to 1st December 2016 at the Kenyatta International Convention Centre (KICC), Nairobi. Kenya has been a champion of effective development co-operation principles and signed up to the Paris Declaration on Aid Effectiveness (2005), Accra Agenda for Action (2008), Busan Partnership for Effective Development Co-operation (2011), Mexico Communique 2014 and the Nairobi Outcome Document (2016). This Strategic Plan therefore seeks to domesticate some of the action points endorsed at the HLM2 of the GPEDC as contained in the HLM2 Nairobi Outcome Document 2016 as well as some of the ongoing work of the Development Effectiveness Group.

The Development Effectiveness Group, formerly the Aid Effectiveness Group was formed in 2009 with the objective of promoting aid and development effectiveness through improvements in harmonization, alignment and coordination of external assistance in Kenya. The vision is a more harmonized, aligned and coordinated external assistance by promoting effective development co-operation to achieve development results and improved welfare for all Kenyans. The mission is to reduce transaction costs to the Government of Kenya and to Development Partners (DPs) by streamlining systems for delivering external assistance, standardizing procedures, eliminating duplication, managing for development results and upholding mutual accountability and transparency.

This is the first Strategic Plan for the Development Effective Group (DEG), since the formation of the Group in 2009. This Strategic Plan will guide the activities of the Development Effectiveness Group in the next five years. These include:

i. Ownership of development priorities by the Government of Kenya

Partnerships for development can only succeed if they are led by the Government by implementing approaches that are tailored to country-specific situations and needs.

This principle will be achieved by undertaking the following activities:

- Redefine the Terms of Reference for Development Effectiveness Group (DEG) members clearly elaborating mechanisms for DPs commitment for participation in Sector Work Groups and supporting the implementation of Kenya's development plans in line with Effective Development Co-operation Principles.
- Adhere to and implement operational guidelines and best practice models for DPs engagement in the counties.
- Roll-out, sensitization and implementation of Kenya External Resources Policy (KERP)
- Support the establishment of partner coordination group for Sustainable Development Goals (SDGs)

- Use of GoK's country systems in budget execution, financial reporting, procurement and auditing.
- Close data gaps by capacity building through appropriate financial and technical support to improve national statistical capacity
- Improve the predictability and absorption of external funding flows

ii. Focus on results

National investments and efforts must have a lasting impact on eradicating poverty and reducing inequality through sustainable development. All Stakeholders' efforts should enhance the Government's capacity and must align with the policies and priorities set in the Kenya Vision 2030 and its Medium Term Plans. The following activities will be implemented under this principle:

- Strengthen country results frameworks and link it with the SDG Framework
- Implement Division of Labour
- Continued alignment of development cooperation to national priorities

iii. Transparency and Accountability to each other

Mutual accountability to each other and accountability to the intended beneficiaries of our cooperation, as well as to our respective citizens, organizations, constituents and shareholders, is critical to delivering results. Transparent practices form the basis for enhanced accountability. The following activities will be implemented:

- Finalize integration of the electronic Project Monitoring Information System (e-ProMIS) with the Integrated Financial Management Information System (IFMIS)
- Strengthen the capacity of the National Integrated Monitoring and Evaluation System (NIMES) to ensure timely information and transparency in implementation of programmes/projects
- Operationalize joint sector working groups (SWGs)
- Carry out joint (GoK & DPs) assessments of progress
- Improved reporting of the 'off budget' support
- Increase engagement of the public in the budgeting processes
- Engage the business sector in development effectiveness agenda

iv. Inclusive Development Partnerships

Openness, trust, mutual respect and learning lie at the core of effective partnerships in support of development goals, recognizing the different and complementary roles of all actors. The following activities will be implemented under this principle:

- Set the country's development objectives and policies through a broad-based and inclusive stakeholder dialogue and consultations.
- Develop networks for knowledge exchange, peer learning and coordination among South-South and Triangular cooperation
- Improve engagement modalities with non-traditional development partners (BRICS) and emerging partners, foundations, private sector and other relevant non-state actors
- Increase participation of National and County Governments/Parliament/ Local / civil society/private sector capacity in the development effectiveness agenda
- Implement the Istanbul Principles to strengthen Civil Society organizations (CSOs) country level engagement in development effectiveness
- Sustain dialogue with the private sector

The full implementation of this Strategy will therefore require the concerted efforts of all members of the Development Effectiveness Group, both technically and financially. We expect that the implementation of the key interventions provided herein will be useful in steering the Effective Development Co-operation agenda at the Country level.

2.0 BACKGROUND

Kenya has the largest economy in the region and its economic growth has been steady in the past decade, attracting numerous foreign investors and resulting in a growing and vibrant middle class. Economic prospects for the medium term are good and it is expected that Kenya will be one of Africa's success stories, having achieved Lower Middle Income status in 2014. However, Kenya's economy remained resilient in 2017 despite adverse weather conditions, a prolonged electioneering period as well as subdued credit growth to the private sector which combined to weaken growth in the first half of the year. Economic growth for 2017 was estimated at 4.8 percent from 5.8 percent in 2016 and is projected to bounce back to 5.8 percent in 2018.¹

The Constitution of Kenya which is one of the most progressive constitutions in Africa, provides unprecedented opportunities to address long-standing issues that have hindered Kenya's development over the decades. It lays the framework to strengthen governance and human rights, reduce social and regional inequalities, establish a system of checks and balances, rule of law and accountability, and bring decision-making and service delivery closer to the people through a devolved system of governance.

Kenya's Vision 2030 whose implementation took effect in 2008, is the country's policy blueprint which aims for the country to be a globally competitive, middle-income and prosperous nation offering a high quality of life for all its citizens in a clean and secure environment by 2030. Kenya's Vision 2030 creates opportunities to address key challenges and to put the country on the path to inclusive and sustainable growth.

The Kenya Vision 2030 is implemented in successive five year Medium Term Plans (MTPs), with the Third Medium Term Plan (2018-2022) development underway. The MTPs set the framework for policy actions, public investment priorities and expenditure planning. There is strong GoK ownership of the plans which have been formulated in a participatory manner. A results' framework is in place and MTPs are reviewed and assessed by a system of Annual Progress Reports (APRs) which have been consistently produced thus far.

Kenya's Public Finance Management (PFM) Act 2012, amended in 2014 sets the rules for how the government at national and county levels can raise and spend money. It provides for the effective management of public finances by the national and county governments; the oversight responsibility of Parliament and county assemblies as well as the different responsibilities of government entities and other bodies. It was enacted as an outcome of the 2010 Constitution which introduced new rules to change how public resources - including land, services, and money are shared towards a fairer and equitable distribution.

¹Budget Policy Statement, 2018

The external assistance landscape in Kenya has changed fundamentally over the past two decades with many new actors and modalities emerging. The development cooperation landscape is changing globally; new partners with different priorities are engaging with government; new aid modalities are also emerging, such as guarantees and credit mechanisms; and commercial relationships are becoming more important. The principles and practices of effective development co-operation remain critically important in terms of : ownership of development priorities by recipient governments, focus on results, inclusive development partnerships, transparency and accountability. Systems are in place to monitor and promote effective development co-operation through building strong partnerships with all development actors.

Kenya's External Resources Policy (KERP)² which was adopted in December 2014 provides the country's policy blueprint for engaging and managing external resources for both national and County Governments. It lays down Kenya's principles for the sourcing and management of Official Development Assistance (ODA) towards achieving Kenya's long-term national development goals as per Kenya Vision 2030. KERP principles are firmly anchored on the Monterrey Consensus on Financing for Development (2002), the Rome (2003) and Paris (2005) Declarations on Aid Effectiveness, the Accra Agenda for Action (2008), the Busan Partnership for Effective development (2011) and the Global Partnership First High level meeting in Mexico (2014). KERP reaffirms the leadership role of the Government in managing external resource flows, and defines clearly how ODA should be sourced and managed at both levels of government and by Non-State Actors bearing in mind the need to achieve high development impact while reducing the transaction costs involved.

²December 2014

3.0 SITUATIONAL ANALYSIS

External resources comprise only a small portion of government revenues in Kenya. Since 2005, net ODA has averaged 5% of gross national income (GNI)¹. GoK has been deeply committed to the development effectiveness agendas, including Paris and Accra Agenda and most recently the Global Partnership and its principles. The Government of Kenya is one of the signatory countries of all these agendas from Paris to Busan and has been taking the Global Partnership agenda very seriously.

The Government is trying to establish measures to ensure a higher absorption percentage of ODA from an average of 62% during the Financial Years 2014/2015 to 2016/2017 to over 80% for the realization of its development results². It aims to reach this through a more vigorous implementation of Development Effectiveness and Partnership Principles.

Kenya started incorporating the Busan Principles into its existing Mutual Accountability Framework in 2012, picking out the key elements most relevant to the country. Based on the Paris, Accra and Busan principles, the commitments are put in a matrix in order to follow their progress every 6 months.

The Aid Effectiveness Secretariat (AES), now the Development Effectiveness Secretariat (DES) was constituted and is mandated to support the Development Effectiveness Group (DEG) and act as its secretariat to support the Government of Kenya, Development Partners and other stakeholders equally in meeting Paris, Accra, Busan, Mexico and Nairobi commitments. The DES is based in the Resource Mobilization Department, The National Treasury and staffed by full time Government officers and Technical Assistant. Its core function is to develop, update, and coordinate implementation of the DEG work program. Development Partners have committed to support the DES financially and technically.

The DES's institutional location within the Resource Mobilization Department (RMD), the National Treasury is ideal for Government ownership and leadership providing ease of access to DPs and other stakeholders including Government Ministries, Departments and Agencies (MDAs). The DES is staffed by Kenyan Officials, further reinforcing the ownership by the Government.

The DES champions the realization of the effectiveness and efficiency of development assistance in Kenya in line with international effective development co-operation commitments and the strategic priorities put forward by the Government of Kenya in its Vision 2030 and the MTPs.

Its mandate is linked to Kenya's External Resources Policy and aims to support the implementation of its policies, principles, guidelines and procedure to National and County Governments, Development Partners, Non State Actors and other stakeholders towards the efficient and effective management and coordination of external resources in Kenya.

¹2011 Survey on Monitoring the Paris Declaration
(<http://www.oecd.org/dac/effectiveness/2011surveyonmonitoringtheparisdeclaration.htm>)

²http://www.vision2030.go.ke/cms/vds/Second_Medium_Term_Plan_2013_-_20171.pdf

The key principles of the Global Partnership are:

- *Ownership of development priorities by developing countries:* Partnerships for development can only succeed if they are led by developing countries, implementing approaches that are tailored to country-specific situations and needs;
- *Focus on results:* Our investments and efforts must have a lasting impact on eradicating poverty and reducing inequality; sustainable development; enhancing developing countries' capacities and alignment with the policies and priorities set out by countries themselves;
- *Inclusive development partnerships:* Openness, trust, and mutual respect and learning lie at the core of effective partnerships in support of development goals, recognising the different and complementary roles of all actors;
- *Transparency and accountability to each other:* Mutual accountability and accountability to the intended beneficiaries of our cooperation, as well as to our respective citizens, organisations, constituents and shareholders, is critical to delivering results. Transparent practices form the basis for enhanced accountability.

Progress made in the Development Effectiveness Agenda so far

Achievements made towards Kenya's mobilization and management of development cooperation resources.

- Sustained efforts by the Government and the adoption of its External Resources policy which aim to ensure high impact of development cooperation while reducing transaction costs.
- Strengthened national ownership and leadership
- Improvement in policy frameworks, institutional arrangements, dialogue mechanisms towards enhanced effectiveness of development co-operation resources
- Inclusion of Civil Society Organizations and private sector in multi-stakeholder dialogue platforms
- Improved alignment of external resources to national development strategies
- Joint Programming and Program Based Budgeting embraced by Government, for example, EU development partners have Joint Programming mechanisms
- Harmonization of support from development partners and implementation of tools such as Programme-Based Approaches, etc.
- Results Frameworks integrated into MTPs as national comprehensive monitoring framework of development results.
- Public sector and PFM reforms to ensure efficiency in the implementation of national priorities, strengthen country systems and procedures for results and improvement of local capacities.

4.0 STRATEGIC GOALS AND OBJECTIVES

The Government of Kenya is committed to effective development co-operation and its principles. In this regard, four key areas of the Global Partnership principles were integrated in Kenya's MTP II. Kenya also hosted the Second High Level Meeting (HLM2) of the Global Partnership for Effective Development Cooperation (GPEDC) from 28th November – 1st December 2016 in Nairobi and the ultimate output was the Nairobi Outcome Document (NOD). The NOD presents global commitments which need to be domesticated at both the national and county level.

The key strategic objectives and goals for Kenya are:

- i. Ensure that development partners' Country Assistance Strategies and Programmes are aligned to Vision 2030, Medium Term Plan III and the "Big Four" priorities over the five year period.
- ii. Sensitization and implementation of the Kenya External Resources Policy
- iii. Adhere to and fully implement laws, regulations and policies relevant to development finance.
- iv. Implement the operational guidelines for development partners' engagement at the counties.
- v. Champion the use of GoK's country systems in the budgeting, procurement, reporting, accounting, auditing and monitoring of government programmes and projects. Regular joint assessments will be done to monitor progress of development partners' use of country systems.
- vi. Finalize the integration of the electronic Project Monitoring Information System (e-ProMIS) with other government financial systems and ensure full implementation of all modules in e-ProMIS by all actors
- vii. Promote broader engagement of the public in the budgeting processes
- viii. Improve the predictability of development finance by ensuring that development partners provide reliable indicative commitments over a multi -year period (3 years), within the Medium Term Expenditure Framework.
- ix. Ensure that expenditure returns are submitted to the National Treasury on resources channeled directly to implementing agencies by development partners
- x. Coordinate and maintain a harmonized and rationalized timetable for all development partners' joint missions.
- xi. Operationalize and strengthen inclusive joint sector working groups between Government, development partners and non-state actors.

- xii. Strengthen the capacities of existing projects' monitoring and evaluation systems to ensure timely availability of information and transparency in implementation of programmes/projects.
- xiii. Support reduction in data gaps by capacity building through appropriate financial and technical support to improve the national statistical capacity.
- xiv. Continuously set up the country's development objectives and policies through a broad-based and inclusive stakeholder dialogues and consultations.
- xv. Improve the engagement modalities with non-traditional development partners and other non-state actors.
- xvi. Develop networks for knowledge exchange, peer learning and coordination among South-South and Triangular cooperation.
- xvii. Hold regular technical and policy level meetings for review and follow up on the implementation of effective development co-operation principles and commitments.

5.0 IMPLEMENTATION FRAMEWORK

Kenya is determined to achieve its commitments in effective development co-operation. The Implementation Framework described in this section sets the objectives which the DEG as a multi-stakeholder group, have agreed to jointly implement as partners in terms of delivering on effective development co-operation commitments.

These objectives have been jointly agreed on by the Government of Kenya (GoK), Development Partners, the civil society, the private sector and foundations. The objectives of the Strategy have been reviewed to include the domestication of some of the commitments in the HLM2 Nairobi Outcome Document.

The role of the DES is key in supporting the implementation of the objectives and coordinating improved development partner engagement and harmonization in Kenya. In order to effectively deliver upon its objectives and the Strategic Plan, it is critical to build the capacity of the DES. The current staffing capacity of the DES poses a human resource challenge in effectively spearheading the implementation of the effective development co-operation agenda. Additional resources including adequate equipment will be essential towards the implementation of this Strategic Plan.

The list of priority actions listed below represents the list of actions which the Group has agreed to jointly deliver in the short to medium term. It is expected that concrete results will be achieved to provide strong elements to showcase in the next High Level Meeting of the Global Partnership.

5.1 Implementation and monitoring Plan

This section highlights the implementation and monitoring plan highlighting the action, Means of verification, activity indicators, timeframe and the baseline. This is presented in the matrix below:

1. OWNERSHIP OF DEVELOPMENT PRIORITIES BY DEVELOPING COUNTRIES

Partnerships for development can only succeed if they are led by developing countries, implementing approaches that are tailored to country-specific situations and needs.

Key Intervention (The What)	Means of Implementation & Verification (The How) and Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Redefine the Terms of Reference for Development Effectiveness Group (DEG) members clearly elaborating mechanisms for DPs commitment for participation in Sector Work Groups and supporting the implementation of Kenya's development plans in line with Effective Development Co-operation Principles.	Terms of Reference for the Development Effectiveness Group are revised and reviewed annually {DEG}	June 2018	Revised ToRs for DEG in place	Current AEG ToRs were developed in 2009	GoK	0	0	0	0	0	0

Key Intervention (The What)	Means of Implementation & Verification (The How) and Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Adhere to and implement operational guidelines and best practice models for DPs engagement in the counties.	Circulate guide-lines/circulars on DPs' engagements in the counties {The National Treasury}	Immediate	Guidelines for DP engagement in counties followed	Guidelines are contained in the Public Finance Management Regulations for 2015	GoK	0	0	0	0	0	0
	Share best practices/models on engagement with sub-national governments {DPs}	Continuous			GoK	0	0	0	0	0	0
Kenya External Resources Policy (KERP) roll-out, sensitization and implementation	KERP sensitization and dissemination carried out to all line ministries, county governments and Development Partners {The National Treasury }	August 2018	All line ministries, county governments and Development Partners have copies of the KERP	KERP launched in 2016 but not yet disseminated	GoK/ DPs	22.5	12.5	5	5	0	0
			Reduced cases of non-compliance with the Public Finance Management Act on mobilization and utilization of external resources		GoK/ DPs	0.5	0.2	0.3	0	0	0

Key Intervention (The What)	Means of Implementation & Verification (The How) and Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Support the establishment of partner coordination group for SDGs	An all-inclusive partner coordination group for SDGs is established (The National Treasury & MoDP }	July 2018	DEG members are included in partner coordination group for SDGs	The MoDP has initiated the process of setting up the partner coordination group for SDGs	GoK	0	0	0	0	0	0
Use of GoK's country systems in budget execution, financial reporting, procurement and auditing.	Carry out joint GoK and DP assessment of reforms	One assessment by Nov. 2018	Joint GoK and DP assessment of reforms	Level of budgetary and public financial management systems by the CPIA score in a scale of 1 to 5: 3.5 in 2015 and 3.5 in 2010	GoK	1.0	0.2	0.2	0.2	0.2	0.2
	All providers of development cooperation (traditional & non-traditional) participate in the GPEDC Monitoring Exercise and provide data and information for indicators 9a & b {The National Treasury}	Next GPEDC Monitoring Exercise	Progress in GPEDC Monitoring Indicator 9a & b	Percentage of on-budget support disbursed using government systems: budget execution is 44.7 %, financial reporting 84.7 %, auditing 77.8 % and procurement 50.2 %. The average use is 64.3 % in 2015 compared to 53.1 % in 2010	GoK	2.0	0	2.0	0	0	0

Key Intervention (The What)	Means of Implementation & Verification (The How) and Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Close data gaps by capacity building through appropriate financial and technical support to improve national statistical capacity	Regular engagement with the Kenya National Bureau of Statistics {The National Treasury}	Continuous	Availability and accessibility of timely and accurate data that is disaggregated by age, sex and location	Efforts to enhance capacity of the Kenya National Bureau of Statistics are on-going.	GoK/ DPs	0.5	0.1	0.1	0.1	0.1	0.1
	Identify key stakeholders (formal & non-formal) and train them in data collection, management and retrieval {KNBS}					5.0	1.0	1.0	1.0	1.0	1.0

2. FOCUS ON RESULTS

Our investments and efforts must have a lasting impact on reducing poverty and reducing inequality while' leaving no one behind, in sustainable development; on enhancing developing countries' capacities and alignment with the policies and priorities set out by countries themselves.

Key Intervention (The What)	Means of Implementation & Verification (The How) and Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2012/22
Strengthen country result framework and link it with the SDG Framework	Joint annual review of the country result framework {The National Treasury & State Department of Planning}	One review in by July 2018	GPEDC Monitor- ing Indicator 1: Extent and use of country results' frameworks by development co-operation providers.	Percentage of results indicators which are drawn from country/ government led results frame- works: 60.2 %	GoK/DPs	5.0	1.0	1.0	1.0	1.0	1.0
Implement Division of Labour	Sector mapping of Devel- opment Partners' engage- ment is carried out for FYs 2017/2018, 2016/2017 & 2015/2016 {DES}	Complete by July 2018	Development Partners attempt at actively engag- ing in a maximum of up to 4 sectors as recommended in the Kenya Ex- ternal Resources in Policy	Use of MTEF sectors recom- mended with inclusion of critical cross-cut- ting sectors. GoK Sector harmo- nization not finalized	GoK/DPs	0	0	0	0	0	0
	Dialogue on sector en- gagement {MoDP & DEG} Circular issued to all Devel- opment Partners on sector engagement {The National Treasury}					GoK	1.0	0.2	0.2	0.2	0.2
					GoK	0	0	0	0	0	0

Key Intervention (The What)	Means of Implementation & Verification (The How) and Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2012/22
Continued alignment of development cooperation to national priorities	All providers of development cooperation (traditional & non-traditional) participate in the GPEDC Monitoring Exercise and provide data and information for indicators 1 & 6 {The National Treasury	Continuous	GPEDC Monitoring Indicator 1(providers): Development Partner's (DP) Country Strategic Programmes and assistance are aligned to Vision 2030, MTP, the revised Public Procurement and Disposal Act and other relevant Acts of Parliament.	Percentage of new interventions that use country/government-led results frameworks as reported in 2015: 70.6 % Target: 100% by 2018/2019 financial year Share of development cooperation recorded on budget: Increased to 78.2 % in 2015 from 44.8 % recorded in 2010 . Target: 90% by 2018	GoK	2.0	0	1.0	0	0	1.0
			GPEDC Monitoring Indicator 6: % of aid scheduled for disbursement that is recorded in the annual budgets approved by the legislatures of developing countries		GoK	0	0	0	0	0	0

3. TRANSPARENCY AND ACCOUNTABILITY TO EACH OTHER

Mutual accountability and accountability to the intended beneficiaries of our cooperation, as well as to our respective citizens, organizations, constituents and shareholders, is critical to delivering results. Transparent practices form the basis for enhanced accountability

Key Intervention (The what)	Means of implementation & verification (The how) & Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Finalize integration of the e-ProMIS with the IFMIS, strengthen the capacity of the National Integrated Monitoring and Evaluation System (NIMES) to ensure timely information and transparency in implementation of programmes/ projects	Finalize the integration of the e-ProMIS with IFMIS and other relevant Revenue Systems (The National Treasury)	Dec. 2018	Percent of commitments on budget available on e-ProMIS and NIMES as per the requirements of GPEDC Monitoring Indicator 7.	Integration of the e-ProMIS with the IFMIS is complete. Test run to be undertaken before commissioning	GoK/DPs	0	0.0	0.0	0.0	0.0	0.0
	Training on the use of e-ProMIS be carried out {The National Treasury}		M & E module in e-ProMIS fully operational		GoK/DPs	15.0	3.0	3.0	3.0	3.0	3.0
Operationalize joint sector working groups (SWGs)	GoK takes lead (plays an active role) in the planning and organization of SWGs {The National Treasury & MoDP} Inclusive joint sector working groups that meet regularly are in place {AEG}	June 2018	Number of joint sector working groups active	Draft joint Sector Working Groups in place	GoK	0	0	0	0	0	0

Key Intervention (The what)	Means of implementation & verification (The how) & Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Carry out joint (GoK & Development Partners) assessments of progress	All providers of development cooperation (traditional & non-traditional) participate in the GPEDC Monitoring Exercise and provide data and information for indicators 7 (The National Treasury)	Next GPEDC Monitoring Exercise	Carry out joint annual performance reviews as per the requirement of GPEDC Monitoring Indicator 7	GPEDC Monitoring Indicator 7: Inclusive, transparent mutual accountability reviews in place. From the results of the 2015 GPEDC Monitoring survey, Kenya has KERP in place, Local targets for development co-operation with joint regular reviews have been met, Diverse stakeholders are also involved. However the results of the reviews are not made public.	GoK	5.0	1.0	1.0	1.0	1.0	1.0
Improved reporting of the 'off budget' support	Actual amounts of off budget support are regularly reported {DPs & The National Treasury}.	Reports reviewed on a quarterly basis	Actual amounts of off budget support are regularly reported {DPs}.	GoK publishes annually the level of Development Partner aid commitments made for the year and the amount actually provided	DPs	0	0	0	0	0	0

Key Intervention (The what)	Means of implementation & verification (The how) & Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Increase engagement of the public in the budgeting processes	All providers of development cooperation (traditional & non-traditional) and representatives of Non State Actors participate in the budgeting processes { The National Treasury}.	During the budget cycle starting in August of every year and also during revisions that take place regularly.	Increase in numbers of partners participating in the budgeting process	The public is invited to participate in the budget process at different stages	GoK/DPs	0	0	0	0	0	0
Improve the predictability of aid flows and absorption of external funding.	All providers of development cooperation (traditional & non-traditional) participate in the GPEDC Monitoring Exercise and provide data and information for indicators 5a & b {The National Treasury}	Continuous	GPEDC Monitoring Indicator 5a & b	Annual predictability of development co-operation as scheduled was 88.8 % in 2015 compared to 67.0 % in 2010. Medium-term predictability: 98.8 % in 2015 compared to 77.8 % in 2010	GoK	0	0	0	0	0	0
Engage the business sector in development effectiveness agenda	Business sector support implementation of effective development co-operation principles and commitments {The National Treasury	Immediate	Implementation of Nairobi Outcome Document commitments relevant to the business sector	Engagement at present is limited with KEPSA participating in a few meetings	DPs	1.0	0.25	0.25	0.25	0.25	0.0

4. INCLUSIVE DEVELOPMENT PARTNERSHIPS

Openness, trust, and mutual respect and learning lie at the core of effective partnerships in support of development goals, recognizing the different and complementary roles of all actors

Key Intervention (The what)	Means of implementation & verification (The how) & Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Set the country's development objectives and policies through a broad-based and inclusive stakeholder dialogue and consultations.	Hold regular technical and policy level stakeholder forums {DES} Share minutes, reports and working documents from the forums {DES}	Continuous	Regular technical and policy level stakeholder forums Revise the ToRs for high level technical and policy dialogue	Technical level (DEG meetings and retreat, SWGs & DPGs) are regular. However the last DPF was held in December 2015	GoK/ DPs	26.0	4.0	5.5	5.5	5.5	5.5
Develop networks for knowledge exchange, peer learning and coordination among South-South and Triangular cooperation	Close collaboration with the South-South & Triangular secretariats in the Ministry of Devolution and Planning and the UNDP {DEG}	Regularly	South-South and Triangular cooperation activities are institutionalized in Government	Kenya participates in regional meetings on South-South and Triangular cooperation	GoK/ DPs	0	0	0	0	0	0

Key Intervention (The what)	Means of implementation & verification (The how) & Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Improve engagement modalities with non-traditional development partners (BRICS) and emerging partners, foundations private sector and other relevant non-state actors	Ensure that non-traditional development partners (BRICS), foundations private sector and other relevant non-state actors fully participate in technical and policy level stakeholder forums {DEG}	Continuous	Improved engagements with BRICS and Non State Actors	Participation of the BRICS in policy and technical dialogue is limited	GoK/ DPs	1.0	0.2	0.2	0.2	0.2	0.2
Increase participation of National & County Governments/ Parliament/ Local / civil society/ private sector capacity in the development effectiveness agenda	Formal invitations and structured follow ups to targeted members to participate in sector technical and policy level Effective Development Cooperation dialogue and activities {DEG}	Continuous	Number of new key members and frequency of participation in the development effectiveness agenda	Non traditional partners included are umbrella bodies of foundations and the private sector however their participation is only occasional.	GoK	0	0	0	0	0	0

5. SECRETARIAT

Openness, trust, and mutual respect and learning lie at the core of effective partnerships in support of development goals, recognizing the different and complementary roles of all actors Indicative Budget (Kshs Millions)

Key Intervention (The what)	Means of implementation & verification (The how) & Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Implement the Istanbul Principles to strengthen Civil Society organizations (CSOs) at country level engagement in development effectiveness	Create awareness on the CSOs Istanbul Principles - {Reality of Aid & The National Treasury}	Continuous	GPEDC Monitoring Indicator 2: Extent to which governments and providers of development co-operation contribute to an enabling environment for CSOs, and extent to which CSOs are implementing development effectiveness principles in their own operations	Dialogue of establishing an Non State Actors platform is on-going	GoK/ DPs/ RoA	170	13.0	1.0	1.0	1.0	1.0
Sustain dialogue with the private sector	Plan and host structured dialogue on engagement of the business sector in development at technical and policy levels {DEG}. Continually improve on aspects of enabling environment for the business sector { Ministry of Industrialization	Continuous	GPEDC Monitoring Indicator 3: Quality of public-private dialogue	The private sector engages GoK and Development Partners at different levels. The engagement needs to be synchronized	GoK/ DPs	1.0	0.2	0.2	0.2	0.2	0.2

Key Intervention (The what)	Means of implementation & verification (The how) & Responsibility	Timeframe	Activity Indicator(s)	Baseline	Source of Funds	Indicative Budget (Kshs Millions)					
						Total Budget	2017/18	2018/19	2019/20	2020/21	2021/22
Strengthen capacity of the DES	Human Resource	Immediate	Recruit a M&E Cum Communi- cation Specialist	Currently only one Permanent Officer deployed by GoK	GoK/ DPs	18.0	3.6	3.6	3.6	3.6	3.6
		Immediate Renewal	Renewal of con- tract of TA	Currently only one Permanent Officer deployed by GoK	GoK/ DPs	16.4	2.4	3.6	3.6	3.6	3.6
Capacity Building to Countries	Equipment	Immediate	Procurement of Equipment	Desk top computers obsolete	DPs	5.0	3.0	0.5	0.5	0.5	0.5
	Curriculum	Immediate	Develop a Re- source Mobili- zation Training Curriculum with Kenya School of Government (KSG)	KERP in place but no training curriculum to implement it	DPs	10.0	2.0	8.0	0	0	0
Communication Materials	Communication Materials	Continuous	Develop IEC materials	IEC were last develop- ment in 2012/13	GoK/ DPs	164.9	2.0	2.0	2.0	2.0	2.0

ANNEXES

Annex I provides the results for Kenya against the 10 indicators measured through the 2016 Second Monitoring Round of the Global Partnership for Effective Development Co-operation with data drawn from the 2014/2015 Financial Year statistics. The next Monitoring Round will be undertaken in 2018 and results will be ready in 2019 in time for 2019 High Level Political Forum Reporting.

Annex II provides the Visibility Strategy for the Effective Development Co-operation Strategic Plan and highlights a set of information and communication activities which can be deployed to raise public awareness on the Effective Development Co-operation principles in Kenya.



Monitoring profile – October 2016

KENYA

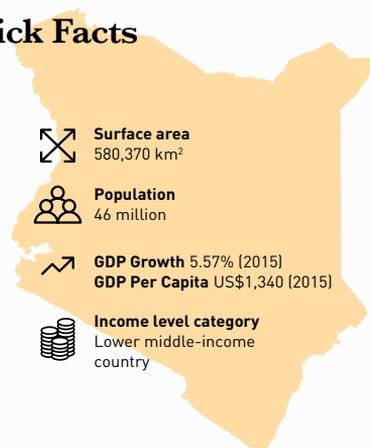


<http://effectivecooperation.org>

1. Country Context

Strategically placed, Kenya has gained importance in Africa as a result of achievements in political stability and economic strengths. It has embarked on an ambitious path to long-term sustainable development. Kenya is an uncontested African technological hub and its economy is among the largest in sub-Saharan Africa, rated as Africa's ninth largest economy. It has also made substantial development progress, including in MDG implementation and especially in universal primary education, maternal health, reducing child mortality and combating HIV/AIDs. Kenya's performance remains dismal in the eradication of poverty due to high income disparity, which hampers growth and anti-poverty efforts. The private sector's ability to identify and exploit new niches and geographical advantages has contributed to the economic growth. Despite its economic growth, the country is still vulnerable to internal and external shocks, such as post-election violence, political and economic instability, natural disasters, sharp rises in food and fuel prices, and global financial crises. In response to specific disasters and crises, such as the influx of refugees from neighboring countries and recurrent droughts, the country has received significant financial support over the years. External assistance, coupled with private sector investments, has played a major role in the Kenya's rapid economic growth. Kenya has been receiving development assistance since independence and the average annual ODA inflows as a percentage of GDP increased from 5.8% in 1970s to 9.9% in the 1980s, to a peak of 10.7% in the 1990s before declining to around 4% in the 2000s. In 2005/2006, ODA as a percentage of total government budget was 16%, which dropped to 12% in 2009/2010 but peaked again to 16% in 2013/2014. In 2014, Kenya received US\$2,665 million in ODA, 4.4% of its GNI. Kenya's largest development partners are the United States, the World Bank, the African Development Bank, China, the United Kingdom, Japan, the EU, Germany, the Global Fund, France and Sweden.

Quick Facts

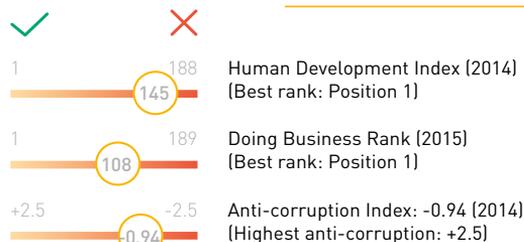
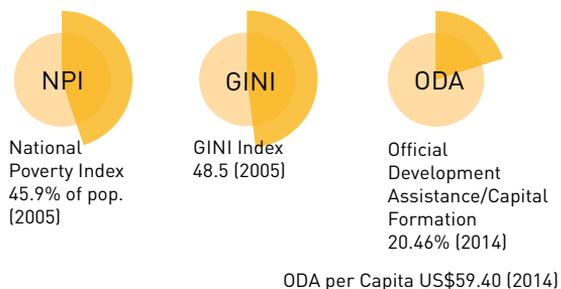


Inflows (% Gross Domestic Product)

LATEST YEAR AVAILABLE



Key Development Indices:



Key Development Challenges

Kenya has an educated and skilled populace and abundant natural resources. Kenya is likely to strengthen its economy owing to the recent discovery of oil, gas and minerals and improved trading conditions within the East African region. The potential presented by the extractives sector, if effectively governed, could support the expansion of livelihood opportunities for communities, youth and women. Kenya faces many challenges, including high unemployment and extreme poverty. Kenya is highly vulnerable to natural disasters, particularly drought and floods. Ecosystems are overall under immense pressure from the increasing population and the associated demand for natural resources. The overarching challenge Kenya is facing today is to generate economic growth that is more inclusive in order to more effectively reduce poverty across the country.

2. Efforts to Implement the Effectiveness Principles

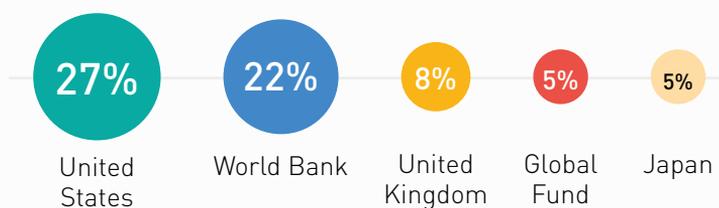
A. Policies and Tools for Partners' Alignment

The Kenya Vision 2030 is the country's long-term development blueprint that aims to transform Kenya into a newly industrializing, middle-income country. The Kenya Vision 2030 is implemented in five-year successive medium-term plans (MTPs), currently the second MTP, 2013-2017. The Vision is based on three 'pillars': economic, social and political. These pillars are financed also through external assistance that is mostly aligned with the Vision and the

second MTP. But effort still needs to be done to ensure alignment in development co-operation, especially of off-budget financing. To ensure that Kenya achieves its development agenda, all development resources will need to be aligned to the Vision 2030 and the second MTP. With the expiry of the Kenya Joint Assistance Strategy in 2012, the government and development partners agreed on integration of the aid effectiveness principles into the second MTP instead of

developing another assistance strategy. The MDGs are firmly entrenched, as ministries, departments and agencies mainstreamed the MDGs into their policy, planning and budgeting processes. Kenya is reviewing the second medium-term plan to align to SDGs; meanwhile at the county levels, the review of county-integrated development plans will mainstream SDGs into the 47 county plans.

Major Development Partners of this Round (by Reported Disbursements)




Participation in 2014 Monitoring **Yes**



Existence of a National Co-operation Policy **Yes**

B. Governance and Management of Development Finance and Co-operation

The Government of Kenya and its development partners formed the Aid Effectiveness Group (AEG), which in turn established an aid coordination structure. The structure includes: a) a development partnership forum (DPF) that engages in policy dialogue on development priorities and on how development co-operation can effectively contribute towards the attainment of these priorities; b) a government coordination group (GCG), a high-level forum with focus on harmonization, alignment and coordination; c) a development partners group (DPG), which is a partners-only group that focuses on political and economic issues of mutual interest; d) an aid effectiveness group (AEG) at the technical level that aims to reduce transaction costs to the Government of Kenya and to development partners by streamlining

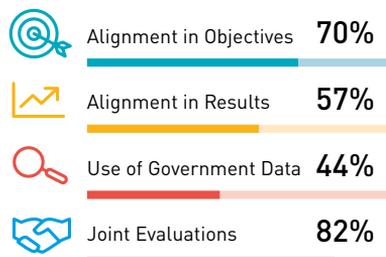
systems of delivering official development finance, standardizing procedures, eliminating duplication, managing for development results and upholding mutual accountability; and e) an aid effectiveness secretariat (AES) to support the AEG. An electronic project management information system (e-ProMIS) has been developed to manage development programmes/projects data. The e-ProMIS is accessible online and has the ultimate objective of improving transparency, accountability and effective monitoring of programmes. Kenya is a member of the Open Aid Platform, although it has not yet signed up for IATI membership. Kenya participates in South-South and triangular co-operation and has established a South-South Centre.

3. Country Ownership

Indicator 1: Partners' Alignment and Use of Country-Led Results Frameworks

Kenya has a country results framework, as evidenced by its participation in the African Community of Practice (AfCoP) on managing for development results. Kenya's community of practice on managing for development results is established as the national chapter of the AfCoP. Kenya implements programme-based budgeting; medium-term budgeting; fiscal discipline and credibility; information

dissemination budgetary controls; and public sector hearings on budgeting. The national integrated monitoring and evaluation system (NIMES) is used in monitoring of programmes and project implementation by ministries and other stakeholders. The monitoring and evaluation directorate monitors the implementation of the medium-term plans.

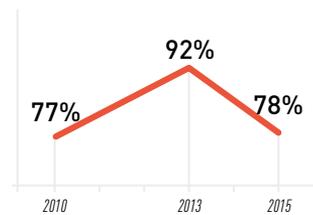


Indicator 6. Development Co-operation is on Budget (Subject to Parliamentary Scrutiny)

Seventy-eight percent (2015) of official development finance is recorded in government's annual budget. Two thirds of all reported foreign official development finance is featured on the national budget. However, this rate is in contrast to earlier years, when development co-operation on budget was 92%

in 2013 and 77% in 2010. An important part of foreign official development finance is still 'off-budget'. Kenyan authorities have adopted a series of public financial management reforms and strengthened their audit institutions that should in future increase the rate of on-budget official development finance.

Percentage on Budget



Indicators 9 and 10. Use of Country Systems

There is moderate use of Kenya's procurement systems in delivering official development finance. Sixty-four percent (2015) of official development finance makes use of the country's procurement and financial management systems (58% in 2010, 66% in 2013). The comprehensive public sector reforms introduced results-based management

and transparency into public services. The reforms were geared towards accelerating transparency and accountability for improved service delivery. The country currently scores relatively well on regulatory quality, public administration and budget management. To deliver further official development finance via country systems, Kenya will require adequate

institutional capacity, responsive leadership at all levels and effective accountability. The goal of the second PFM Strategy 2013-2017 is to ensure "a public finance system that promotes transparency, accountability, equity, fiscal discipline and efficiency in the management and use of public resources for improved service delivery and economic development".

	Budget (ideal: 100%)	Financial Reporting (ideal: 100%)	Auditing (ideal: 100%)	Procurement (ideal: 100%)	CPIA* (maximum: 6)	Untying (ideal: 100%)
INDICATOR 9B.	45% ▼	85% ▲	78% ▲	50% ▲		
INDICATORS 9A & 10.					3.5 ▶	89% ▲

* Country Policy and Institutional Assessment

4. Inclusive Partnerships for Development

Indicators 2 and 3. Fostering Inclusive Partnerships for Development

Kenya has a vibrant civil society and space to operate. There is a framework of CSO engagement with government. CSO representatives attend the monthly aid effectiveness group meetings convened by government. The consultation of CSOs in the design, implementation and monitoring of national development policy is a constitutional requirement that recognizes participation as a key component of governance. Consultations are varied at different levels of governance. There are better opportunities of consultations at the national level than at the county level (devolved level). But feedback mechanisms are yet to be put in place to demonstrate inputs uptake from civil society. CSOs have developed standardized guidelines for

accountability mainly to government and development partners. CSOs have formed networks and coalitions to facilitate and consolidate their voices around key policy issues and programmes. Currently, there are initiatives such as VIWANGO that seek to set a benchmark against which CSOs can measure their own performance and compare with other organizations and act as a catalyst for continuous improvement. Feedback mechanisms between development partners and CSOs are yet to be instituted in the consultation mechanisms. Development partners have policies for engaging with CSOs. With regards to private sector, the Kenya Private Sector Alliance (KEPSA) holds two to three roundtable discussions annually with the

president on issues affecting private sector growth. A KEPSA representative participates in the aid effectiveness group meetings. The private sector under the umbrella and coordination of KEPSA has been proactive in engaging the government. KEPSA is the legitimate champion of the private sector in Kenya, formed by, for and with unison among the private sector members themselves. In less than 10 years, KEPSA has led the formation of over 10 public-private dialogue platforms that now enable the private sector to correspondingly lobby issues of interest to them with the government. Non-state agencies are very much involved in the development processes, with Parliament being the most active.

Indicator 8. Gender Empowerment

There is a system in place for tracking allocations for gender equality and women's empowerment. Allocations for gender equality and women's empowerment are systematically

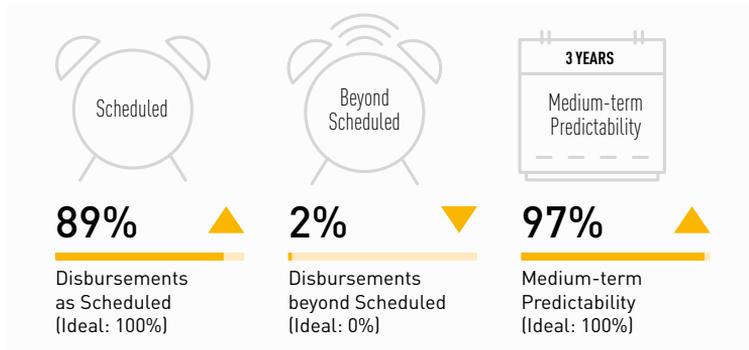
tracked and there is leadership and oversight of the tracking system by the central government unit in charge of public expenditures. Gender-equality-focused budget information

is publicly available. Gender-specific indicators and sex-disaggregated data are used to inform budget allocation decisions at the sectoral and local levels.

5. Transparency and Accountability

Indicator 5. Development Co-operation is More Predictable

The annual predictability rate is 89% (2016) of finance disbursed as planned; this is an improvement from 67% in 2010 and 75% in 2013. Kenya has significantly improved its MTEF budgeting processes over the last years due to PFM reforms in the same period. Most partners disburse 100% of what was scheduled for disbursement. In Kenya, the medium-term predictability rate is 97% (2016).



Indicator 7. Mutual Accountability

Policy on official development finance defines the country's development co-operation priorities. The government and its development partners developed the Kenya Joint Assistance Strategy 2007-2012, focusing on improving aid effectiveness. The current document is Kenya External Resources Policy (KERP), which provides the accountability framework for guiding the management of ODA in Kenya. The

document was developed following thorough consultations among relevant stakeholders. A mutual accountability framework is in place. Also, annual mutual assessments of progress are conducted. Busan outcomes are domesticated in the mutual accountability framework. Country-level targets are set and are jointly reviewed and assessed. Partners and government undertake joint reviews

of progress and results of development actions. Effective development co-operation between Kenya and its partners is monitored through aid effectiveness principles, which are captured in the second medium-term plan (2013-2017). CSOs and other private stakeholders have been actively involved in such reviews, but the results of these exercises have not been promptly publicized.

National Priorities Going Forward



The Government of Kenya will continue to build on its consultative platforms with all stakeholders to ensure effective coordination and harmonization of the development agenda in the country. The government will continue to prioritize implementation of the effective development co-operation principles and ensure alignment of all co-operation to the Kenya Vision 2030. Use of country results frameworks, use of country PFM systems, inclusive partnerships and transparency and accountability will be prioritized if we are to achieve the SDGs. Mainstreaming the SDGs into the third medium-term plan will also be important if Kenya is to realize inclusive growth and poverty reduction. Off-budget financing remains a challenge that needs to be addressed and will require commitment by all stakeholders involved. The monitoring results indicate that most development partners disbursed 100% of what was scheduled for disbursement, yet absorptive capacity at the country level is low due to many challenges. This will require effective dialogue and strengthening of country systems, building trust so that development partners can use our systems. All stakeholders need to exercise mutual accountability in the implementation of the EDC principles and also in the development agenda of recipient countries.



**Jackson Kinyanjui & Monica Asuna, National Coordinators
National Treasury, Government of Kenya**

Disclaimer This document was prepared based on data collected from voluntary reporting to the Second Monitoring Round of the Global Partnership for Effective Development Co-operation and, for Country Context, other open source information available online. The views presented cannot be used or cited as an official UNDP source of information.

For ease of reference, the term 'country' is used to refer to participating countries and territories that reported to the Second Monitoring Round. Participation in this process and mention of any participant in this document is without prejudice to the status or international recognition of a given country or territory.

ANNEX 2 : VISIBILITY STRATEGY

The present section lays out a visibility strategy for the DEG Strategic Plan and presents a set of information and communication activities raising awareness of targeted audiences and of the general public on effective development co-operation in Kenya.

A. Communication objectives

Communication enhances visibility and educates all stakeholders on effective development co- . It is of strategic importance for the Government of Kenya and Development Partners to inform, educate and communicate to the citizens their activities so as improve transparency and domestic accountability in the sourcing and management of public funds. Greater public understanding, better access to information and improved communication flows between government and citizen will result in improved performance and results-oriented development.

The present strategy derives from the specific needs of the DEG in terms of target audience and preferred communication channels, and is aligned with Kenya 2030 strategy. It is fully integrated in the set of existing communication instruments already present at a government level so as to avoid duplication of communication platforms and channels thus fragmentation of the information.

B. Target groups

Strategic audience	Secondary audience
<ul style="list-style-type: none"> • Decision makers: • GoK Ministries/ Cabinet Secretaries • Development Partners • County Governments • Parliament • Civil Society organisations • Relevant private sector operatives 	<ul style="list-style-type: none"> • General public: • International community • Media • Academics and think-tanks

The targeted audience is the general public, MDAs both at the National and County Governments, programme/project coordinators and all partners in the Country. More specific groups so as to increase the impact of its communication and information actions based on the evolution of the effective development co-operation agenda at the national and global level. An efficient and targeted communication towards the strategic audience will ensure the success and sustainability of Global Partnership agenda, while communication towards the secondary audience will reach its goal of informing a wide range of actors and raising awareness on effective development co-operation principles.

C. Existing tools to communicate on aid effectiveness

- The Kenyan government currently uses the following communication and information tools:
- The DEG website <http://www.aideffectiveness.go.ke/> which provides information about the seven existing Aid Coordination Groups, including the DEG and the DES. The website will need updating and hosting in a stable web server;
- The e-ProMIS platform <http://e-promis.treasury.go.ke/e-promis/#>, a projects' monitoring information system accessible to both the general public and registered users from the Ministries, Departments and Agencies (MDAs), which provides budget and performance information for programmes and projects from government agencies.
- Regular meetings on aid effectiveness at different levels, accompanied by press releases:
 - High Level Global Partnership meetings
 - Regional Meetings
 - Meetings with County Governments
 - Meetings of the Development Partnership Forum (DPF) and of the Development Partners Group (DPG), monthly meetings of the DEG and of the Government Coordination Group (GCG)

A number of other channels that are not directly monitored by the Kenyan government also exist, such as publications from think tanks, academics and international or regional organisations.

Finally, other governmental websites, although not specifically aimed at effective development co-operation, are already being used to convey messages and news, such as www.myGov.go.ke which aims at communicating governmental agendas, news, activities and policies to the general public and which offer a strong platform for development effectiveness communication and visibility.

D. Tools and visibility channels

The communication tools to use will depend on the target group, on the objective, and on the phase (beginning, middle or end of projects) of the programme.

1. We recommend adopting a holistic and integrated visibility strategy involving a joint communication of the Kenyan Government and Development Partners on 4 elements:
2. Strong online presence through an active website, the e-ProMIS platform and social networks.
3. Press and media coverage, especially around specific events or at the start of projects.
4. Events organisation, which mark the momentum and can be efficiently relayed online, through press and media coverage and through print communication.
5. Regular publications and reporting

6. A fifth section will be dedicated to specific communication tools for a broader stakeholder engagement, in particular to make civil society contribute to development cooperation, and to engage with the counties.
7. All these elements could be underpinned by a single visual identity (logo, graphic charter) used on all communication activities.

Channel 1: online presence

A strong online presence will be the most cost-efficient way to reach a wide pool of target groups from the strategic and secondary audiences, from the general public to institutional or non-institutional “watchdogs” (Parliaments, civil society organisations etc.). The outreach to the public could increase if the online tools provide strategic content such as publications and reports in addition to elements aimed at reinforcing public support such as regular news and press releases.

Access to the website

The website <http://www.aideffectiveness.go.ke/> could benefit from being restructured or updated given the relevance of its domain address. If this is not possible, a bespoke website could be created with, similarly, a straightforward domain name.

Content of the website

- Explain the **purpose** of the website and where the AEG stands in the institutions.
- Explain the **principles** of effective development co-operation and emphasize on the specificities of Kenya’s development strategy. In this regard, emphasize on the objectives of the AEG.
- Focus on **joint outcomes and on fruitful partnerships** with development partners. They can be an exhaustive mapping or focus on specific cases which provide good support for narratives.
- Include **reports, publications, evaluations and results frameworks and other relevant documents** on effective development co-operation in Kenya and in other countries to share lessons learned. Uploading evaluations, budgetary documents and results frameworks would help share the AEG’s performance results and show that development effectiveness in Kenya is both an ongoing and a controlled process.
- In order to increase the dynamism and interactivity of the website, a space could be set aside for **News and Social Media such as Facebook and Twitter**. Visitors would be able to subscribe to these social media feeds and to the news section of the website, as flux RSS for instance, so as to both follow and comment on DEG’s latest news. Lastly, the possibility to subscribe to a Newsletter would be a positive element as it would allow direct communication from the DEG to people who have an interest or curiosity in the topic.

Form of the website

The AEG's online coverage could be focused on narratives and data reporting, which could be presented in user friendly ways using the following tools:

- Data visualisation and infographics
- Visual media such as pictures and videos, using either Instagram, Flickr, Vine, Youtube for instance.
- Case studies in the form of filmed or narrated thematic reports.

In order to drive traffic and effectively serve the visibility strategy, the website should be a dynamic place, providing real-time and updated information through News feed (or Facebook or Twitter feeds), and could include key words related to effective development co-operation in its menu and domain name so as to be SEO-compatible.

Access to the website

The website would need to be linked to other platforms so as to drive traffic to it. Articles linking MyGov website (<http://mygov.go.ke/>) to the bespoke DEG website would be an asset, as MyGov website is already a user-friendly and visual platform with a recognized brand image. If possible, direct links from the Presidency website (<http://presidency.go.ke/>) or Parliament website (<http://www.parliament.go.ke/>) would also be good for the visibility and legitimacy of the website and, hence, of its content.

The e-ProMIS platform

The e-ProMIS platform is an exhaustive tool that opens the opportunity to anyone to consult data on development projects. This tool is very valuable and its accessibility could be improved, for example by giving it a straightforward title, or explaining its interest for transparency, performance and aid effectiveness on its homepage, prior to user connection.

Channel 2: press and media coverage for specific actions

The DEG could take advantage of the opportunities offered by editorial coverage in the press, or on TV and radio, which can bring a number of benefits since they reach very large audiences.

Written press

Press releases could be mobilized at the **beginning or end of projects, for one-shot actions and for specific events**. The drawbacks of press releases is that they are limited in visibility over time. In order to neutralize this drawback, press releases can be uploaded and stored on the bespoke website mentioned above. That way, they will also build up and create a continuity over time (for example, articles for annual summits, for the beginning of a project as well as for the completion of the same project).

Press releases can also be supported by **press conferences** during some events of particular political importance.

Audio-visual supports

Media coverage should not be limited to written press but could also include audio-visual supports such as television and **radio** which have the advantage of embodying concepts such as development effectiveness through live footages.

Television is a particularly powerful medium. Both in national and local channels, **TV News** in particular are watched by the public as one of its most trusted information sources. Conveying information through this medium will be crucial as it is a media that does not require any "active" search of information from the general public. Filmed public debates are also a good way to publicly exchange about issues of strategic or political interest such as aid effectiveness.

Channel 3: forums, national or regional meetings

Events at international, national, regional or local level fill a double function:

- They are a convenient forum to **share information** through lessons learned, conferences, keynote speakers, and through the distribution of leaflets and publications.
- They are a communication tool per se, allowing the AEG to **display its vision and current priorities** through the title of the event and programme content.

Moreover, such events allow a greater stakeholder engagement through the inclusion of any relevant actor such as civil society organisations, business actors, think tanks and academia.

The use of new technologies would allow the AEG to reach a bigger number of people than those effectively present at the conference, thanks to the **live-streaming of conferences, live-tweets, podcasts or video recording**. This is especially useful to increase visibility by local authorities who might have an interest in the topic, and by international actors.

Channel 4: publications and reporting

Publications have been mentioned above as key elements to add to a website. Their format could be adapted to the relevant target groups:

- **Information brochures and leaflets** for brief messages, new strategies or as introductory documents for the general public, local authorities or civil servants who don't have prior knowledge in the topic
- **Progress Reports and Activity Reports** for stakeholders who have a particular interest on development effectiveness, such as Development Partners, Ministries and the Cabinet, and relevant civil society organizations.
- **Newsletter of all activities** related to donor coordination and development effectiveness, for the same target groups.
- Audio-visual 'publications' on CDs or DVDs, inexpensive to reproduce, can incorporate written texts and printable documents, and be circulated in similar ways to conventionally printed materials. They thus form an excellent alternative for information packages that are too large to be sent by email.

Specific communication means for a wider stakeholder engagement

Ensuring civil society's contribution to development cooperation

Civil Society Organizations (CSOs) have an important role in promoting development effectiveness. By producing their own blogs, events, publications and analyses, they contribute to the plurality and diversity of opinions in the country and constitute a bridge between development actors and the general public. A wider engagement can be achieved through the following tools:

- **“Dialogue Meetings”** with CSOs, and initiatives to ensure participation of opinion leaders from these various organizations circles Platforms to facilitate cooperation with CSOs, and platforms to keep them informed about the development cooperation process.
- Platforms to facilitate obtaining the views of CSOs and think tanks in their areas of expertise
- **Cooperation-related** work by CSOs and think tanks.
- **Social media** activities are crucial to enhance interaction with CSOs

Training local authorities and county governments on development effectiveness

Raising awareness at county level is of strategic importance given their closer proximity with the general public. Training and capacity building techniques methods can be used to raise awareness, involving the following communication tools:

- Public administration training materials
- Brochures and leaflets distribution for specific events and actions (such as the start of a project in the relevant county, or the national launch of the website).
- Workshops between county governments and the DEG to share information and lessons learned.

Expected results and indicators for the visibility strategy

Communication Channel	Objectives and Expected Results	Indicators
Channel 1: Online Presence	<p>Strategic objectives:</p> <ul style="list-style-type: none"> • Raising the level of awareness on effective development co-operation principles by the general public, the media, the Parliament. • Deepening the level of understanding of the issues at stake by audiences that are already aware. <p>Expected results:</p> <ul style="list-style-type: none"> • Having a functional and updated website including reports and news feeds • Actively engaging with stakeholders through social networks (Facebook, Twitter, Flickr, Instagram, Youtube etc) • Having increased visibility of the e-PreMIS platform 	<ul style="list-style-type: none"> • Number of visits on the website • number of returning visitors • Number of Facebook, Twitter, Instagram followers • Number of YouTube views for videos, • Number of people registered to the newsletter • Number of visitors on e-ProMIS
Channel 2: Press and Media coverage	<p>Strategic objective:</p> <p>A regular press and media presence in order to create and maintain momentum.</p> <p>Expected Results:</p> <ul style="list-style-type: none"> • Obtaining systematic press and media coverage for events, beginning or end of meaningful projects or one-shot actions. • Sharing information on development effectiveness on non-specialised media such as TV or radio 	<ul style="list-style-type: none"> • Annual number of press releases on development effectiveness • Number of radio and TV appearances (news, debates)

Communication Channel	Objectives and Expected Results	Indicators
Channel 3: Events and Meetings	<p>Strategic objectives:</p> <ul style="list-style-type: none"> • Engaging with targeted and strategic audiences on issues of strategic and political importance. • Increasing Kenya’s leadership in development effectiveness at a regional and international level. <p>Expected Results:</p> <ul style="list-style-type: none"> • Organizing national and regional meetings and forums with strategic and secondary audiences. • Broadcasting events online to increase the spreading of information. 	<ul style="list-style-type: none"> • Number of meetings held at a national and regional level (and other levels if relevant) • Number of “off-site followers” • Evolution of the number of participants and their countries of origin
Channel 4: Publications and Reporting	<p>Strategic objective:</p> <p>Inscribing development effectiveness in Kenya as an ongoing and monitored process in order to keep a transparent and dynamic dialogue with stakeholders.</p> <p>Expected Results:</p> <ul style="list-style-type: none"> • Producing ad hoc publications, progress reports and activity reports • Producing regular information brochures or case studies. • Being a platform for external resource. 	<ul style="list-style-type: none"> • Number of publications or progress reports issued. • Number of external publications present on the AEG ad hoc website.
Wider stakeholder engagement	<p>Strategic objective:</p> <ul style="list-style-type: none"> • Reaching a wider stakeholder engagement in particular with CSOs, business partners, academia and think tanks. • Raising awareness by county governments and local civil servants. <p>Expected results:</p> <ul style="list-style-type: none"> • Setting up platforms and innovative stakeholder engagement mechanisms • Having provided training and targeted information to local authorities 	<ul style="list-style-type: none"> • Number of cross-publications with CSOs • Number of “dialogue meetings” with CSOs • Number of “platforms” created with CSOs • Increased level of development effectiveness by local and central civil servants (qualitative tests can be conducted ahead of and after trainings)

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Nevertheless the development of this development strategy reflects the importance that the European Union places on joint collaboration and partnerships as a catalyst for achieving results and increasing effectiveness of development efforts.

For more information about the European Union's support to development effectiveness and its development programmes in Kenya please visit the European Union website: https://eeas.europa.eu/delegations/kenya_en



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