

Case Study 3C.

Kenya - Finding opportunities for synergy in Government and UN planning processes

United Nations Development Assistance Framework (UNDAF) for Kenya, 2014 – 2018 (GoK/UNDP, 2014)

The United Nations has a systematic planning process which all UN agencies are required to use for planning their activities. The process culminates in a program document between a government and the United Nations Country Team (UNCT) that describes the collective actions and strategies of the United Nations for the achievement of national development. The document has been dubbed the United Nations Development Assistance Framework (UNDAF). It includes outcomes, activities and the UN agency responsibilities that are agreed by government. It shows where the United Nations can contribute most effectively to the achievement of national development priorities. It typically runs for three years and includes reviews at different points.

The General Assembly, in the 2007 Triennial Comprehensive Policy Review of operational activities for development of the United Nations system (TCPR), encourages the UN development system to intensify its collaboration at the country and regional levels in strengthening national capacities in order to support national development priorities. This is achieved through the common country assessment, when required, and the UN Development Assistance Framework (UNDAF). The process of developing the UNDAF involves the following steps.

1. Conducting a country analysis process. This includes participation in a government-led analysis, complementary UN-supported analytical work focusing on gaps in the existing analysis and a full common country assessment.
2. Conducting a strategic prioritization exercise
3. Selecting priorities and outcomes
4. Developing an UNDAF results matrix
5. Obtaining feedback on the results matrix (UNCT self-assessment and government feedback)
6. Signing of the UNDAF with the government concerned

Currently, Kenya has a UNDAF spanning the period 2014 to 2018. The UNDAF was developed based on the principles of UN Delivering As One (DAO) aimed at ensuring government ownership, demonstrated through UNDAF's full alignment to government priorities and planning cycles, as well as internal coherence among UN agencies and programs operating in Kenya. Developed under the leadership of the government, the UNDAF reflects the efforts of all UN agencies working in Kenya and is shaped by the five UNDG programming principles: a

human rights-based approach, gender equality, environmental sustainability, capacity development and results-based management. Innovative planning tools were employed to ensure that government is equipped to take the lead in and ownership of the national development process. The tools used include

- Subject, dimensions and qualifier (SDQ) techniques for participatory results formulation
- Fully logical results frameworks for vertical and horizontal visualization of national transformation scenarios and chronology
- 3-D logical frameworks for clear delineation of the leadership role of government and to ensure complementary contributions among international partners (the UN, bilateral donors and the Bretton Woods institutions) in support of government-led results achievement

The UNDAF working groups have developed a broad-based results framework, in collaboration with civil society, donors and other partners. The UNDAF has four strategic results areas.

- **Transformational governance**, encompassing policy and institutional frameworks, democratic participation and human rights, devolution and accountability, and evidence-based decision-making
- **Human capital development** comprised of education and learning, health (including WASH), environmental preservation, food availability and nutrition, multi-sectoral HIV and AIDS response, and social protection
- **Inclusive and sustainable economic growth**, requiring improvement of the business environment, strengthening of productive sectors and trade, promotion of job creation, skills development and improved working conditions
- **Environmental sustainability, land management and human security**, including policy and legal framework development, and peace, community security and resilience.

The UNDAF results areas are aligned with the three pillars (political, social and economic) of the Government of Kenya's Vision 2030 transformational agenda. Outcome 2.2 on WASH and Nutrition provides an enabling environment for synergized programming. It states that:

By 2018, morbidity and mortality in Kenya are sustainably reduced, with improved maternal, neonatal and child survival, reduced malnutrition and incidence of major endemic diseases (malaria, tuberculosis) and stabilized population growth underpinned by a universally accessible, quality and responsive health system.

Output 2.2.2 also provides an enabling environment for synergized WASH and Nutrition programming. It states that:

MoH, MEW&NR, MOE, pilot counties and partners have adequate technical and financial capacity to design, implement, monitor and evaluate models of:

- i. *Community-based safe WASH and environmental preservation systems;*
- ii. *Hygiene sanitation behavior change at household, health facility and school settings;*

iii. County government-owned and community-driven food availability and nutrition interventions.

The above outcome and output are designed to inform policies, strategies, standard setting and guide county level development planning.

The indicators for monitoring the achievement of the above output are as follows.

- The proportion of the central government and county health sector budget allocated to Nutrition and WASH.
- The number of selected counties that have sustainable community-based water supply and sanitation systems.
- The percentage of the population consuming an adequate diet.
- The percentage of households with improved (not shared) toilet or latrine facilities.

The above-described outcome, outputs and indicators of WASH and Nutrition provide an opportunity for synergized programming between the two sectors. Therefore, the sectors should spearhead joint planning, budgetary allocation to their activities both at national and subnational levels and provide access to WASH and nutrition services at subnational and community levels.

UNICEF Kenya country program planning, 2014–2018 (UNICEF, 2014)

Formulation of the new UNICEF country program followed the preparation of the Government of Kenya's Second Medium-Term Plan 2013–2017 and the United Nations Development Assistance Framework (UNDAF) 2014–2018. The UNICEF country program development process involved all staff, government officials and development and implementing partners through participatory workshops. A consultative meeting was held with advisors from the UNICEF regional office for Eastern and Southern Africa and three government-led stakeholder workshops took place to identify, review and validate program priorities and strategies. These were further reviewed at a joint meeting in January 2014 involving staff from headquarters, the regional office, the supply division and the country office.

The 11 country program outcomes are grouped into 4 programmatic components: inclusive environment, protective environment, healthy environment and learning environment.

There are opportunities for synergized program planning under the healthy environment programmatic component.

In this component, UNICEF, in partnership with the government, will advocate for increased resources at the national and county levels for affordable, high-quality nutrition services. It will support county governments to design, cost, implement and monitor community-driven nutrition services to promote behavior change and foster partnerships for nutrition-sensitive and specific interventions to deliver on the Scaling Up Nutrition commitment to reduce stunting. In addition, UNICEF will support national efforts to eliminate open defecation and scale up community sanitation. It will also generate evidence and advocate with the line ministries to scale up innovative WASH models to improve service provision in schools and health centers and increase WASH sustainability through innovative management models and monitoring, including community management and public-private

partnerships. The program will generate evidence to build resilience, informing national guidelines, standards and protocols.

Government of Kenya national and subnational (county) planning (Oduor, 2014)

National planning

The overall goal of Kenya's Vision 2030 is, 'to create a globally competitive and prosperous nation with a high quality of life by 2030, that aims to transform Kenya into a newly industrializing, middle-income country for all citizens in a clean and secure environment'. Kenya's Vision 2030 is anchored on three key pillars — political, social and economic. In its Second Medium-Term Plan (MTP2), the Government focuses primarily on economic growth as a driver for developmental success across all pillars. Its target is 10% annual GDP growth by 2017, intended to reduce poverty and inequalities. MTP2 differs from the prior medium-term plan in that it was developed and is being implemented in the context of Kenya's 2010 Constitution, which provides for a devolved governance structure, with power and resources decentralized to 47 counties. Almost all aspects of the implementation of MTP2 will be affected by this new reality.

Opportunities for synergy are through the instruction that the outcomes and outputs on WASH and Nutrition under MTP2 and subsequent phases of vision 2030 should be addressed jointly by the respective sectors at national level.

Subnational-level (county-level) planning

The devolved planning process helps the county governments fulfil the duties assigned to them. To ensure planning is properly done, a county is supposed to set up cross-sectoral county planning units at all the administrative levels (county government, sub-county units, electoral wards and villages). Counties are also required to develop several plans. The Constitution and devolution laws, particularly the County Government Act, 2012, require the involvement of residents in the preparation of all these plans.

Each county must have

- **An integrated development plan.** This gives a roadmap for development in the county over a five-year period.
- **Sector plans.** Every sector in the county must also have a ten-year plan, explaining how health, agriculture or water and sanitation will be managed.
- **Ten-year spatial plans.** This explains how the county will manage land and development across the entire county.
- **City and municipal plans.** These are for the urban areas.

There is also an annual plan that must be discussed and approved by the county assembly every year. This plan is part of the five-year plan mentioned above and determines the priorities for the county.

The integrated development plan and sector plans should promote synergized activities towards improving WASH and Nutrition outcomes at subnational level.

References

Government of Kenya and UNDP (2014). *United Nations Development Assistance Framework for Kenya, 2014-2018*. Nairobi: Office of the UN Resident Coordinator, Kenya.

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Oduor, C. (2014). *Handbook on County Planning, County Budgeting and Social Accountability*. Nairobi: Institute of Economic Affairs.