



USAID | **KENYA AND EAST AFRICA**
FROM THE AMERICAN PEOPLE

AGILE AND HARMONIZED ASSISTANCE FOR DEVOLVED INSTITUTIONS (AHADI)

Annual Progress Report

October 2018 – September 2019



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Agile and Harmonized Assistance to Devolved Institutions (AHADI)

Fiscal Year 2019 ANNUAL PROGRESS REPORT

October 1, 2018 – September 30, 2019

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COVER PHOTO: A community resource person trained by AHADI's sub-grantee, Poverty Eradication Network, addressing traders and citizens on April 3, 2019 at Matuu Market, Machakos County on the importance of public participation. AHADI issued 16 sub-grants this year to civil society organizations to train community oversight resource persons, who support citizens to engage in governance processes in 20 counties, resulting in improved services. **Photo by AHADI**

The authors' views expressed in this report do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
AHADI	Agile and Harmonized Assistance for Devolved Institutions
ALDEF	Arid Lands Development Focus
ASAL	Arid and semi-arid lands
BBI	Building Bridges Initiative
BOM	Board of Management
BOQ	Bill of quantities
CAF	County Assemblies Forum
CBC	Competency Based Curriculum
CBEF	County Budget and Economic Forum
CCA	County Capacity Assessment
CDM	Catholic Diocese of Murang'a
CEC	County Executive Committee
CFSP	County Fiscal Strategy Paper
CIDP	County Integrated Development Plan
CLA	Collaborating, learning, and adapting
CoG	Council of Governors
COR	Contracting Officer's Representative
CORP	Community resource person
CPST	Centre for Parliamentary Studies and Training
CRA	Commission on Revenue Allocation
CSO	Civil society organization
DDWG	Donor Devolution Working Group
DFID	Department for International Development
DGC	Democracy, Governance and Conflict
ECD	Early childhood development
FCDC	Frontier Counties Development Council
FY	Fiscal year
GIS	Geographic information system
ICT	Information, Communications, and Technology
IGR	Inter-governmental relations
IGRTC	Inter-Governmental Relations Technical Committee
J2SR	Journey to Self-Reliance
KICD	Kenya Institute of Curriculum Development
KLRC	Kenya Law Reform Commission
KRA	Kenya Revenue Authority
KSG	Kenya School of Government
LMS	Livestock Market Systems
M&E	Monitoring and evaluation
MoDA	Ministry of Devolution and Arid and Semi-Arid Lands
MoE	Ministry of Education

MTEF	Medium-Term Expenditure Framework
NSA	Non-state actors
OSR	Own source revenue
PA	Parent association
PBB	Program based budget
PEM	Public expenditure management
PEN	Poverty Eradication Network
PETS	Public Expenditure Tracking Survey
PTA	Parent Teacher Association
PWD	Person with disability
PREG	Partnership for Resilience and Economic Growth
RAPID	Resilient Arid Lands Partnership for Integrated Development
SAPCONE	Saint Peter's Community Network
SOCATT	Society of Clerks at the Table
SUNY	State University of New York
USAID	United States Agency for International Development
USG	United States Government
YAK	Youth Alive! Kenya

I. EXECUTIVE SUMMARY

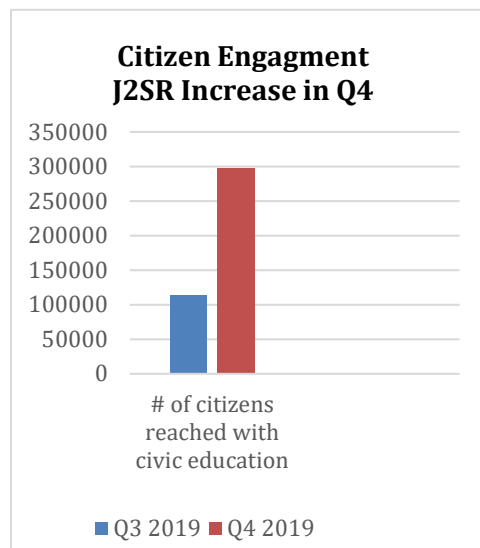
During fiscal year (FY) 2019, AHADI worked with county executives, county assemblies, and national institutions to build sustainable capacity, improve service delivery, enhance devolution, and increase citizen engagement.

In June 2019, USAID/Kenya asked all implementing partners to revise their programming in response to the new Journey to Self-Reliance (J2SR) policy. Thus, mid-year, the project re-focused activities to increase support (funding and level of effort) for county based civil society organizations (CSOs) to better engage with government, to increase citizen voice, and to hold county governments to greater account. At the county executive and legislative levels, the pivot meant that AHADI's focus remains on

“Meru County has had a challenge on allocation and use of funds in the health sector. Most of the health facilities have been suffocated by lack of motivation of staff and poor equipment. Now that we shall be able to mark every achievement against the funds allocated, it will go a long way in reducing embezzlement of funds.”

A medical practitioner at the Gatimbi Health Center in Meru County

Figure I



accountability, interventions that address inadequate governance systems to deter pervasive misuse of county funding, and county practices regarding citizen participation. At the level of national government bodies working on inter-governmental relations, the pivot involved reducing technical assistance and conferencing support to these bodies and focusing project resources on activities that support the institutions' self-reliance. The pivot in activities in the last quarter of the year to align with the J2SR policy led to a sharp increase in the number of citizens reached with civic education, as can be seen in Figure I.

In this next to final year of AHADI implementation, the project focused on consolidating and institutionalizing governance and capacity development improvements started in previous years.

KEY ACHIEVEMENTS

Objective I: Targeted Counties Provide Higher Quality Services through Improved Governance

Institutionalizing County Government Improvements to Public Expenditure Management: This year AHADI-advocated improvements to public expenditure management (PEM) processes showed signs of being institutionalized. All but one county performed better on this year's County Capacity Assessment (CCA4) as compared to the three previous years, showing an average improvement of 13% from last year. Key achievements are described below.

Steady improvements in planning and budgeting processes:

Evidence shows that counties have improved and are institutionalizing AHADI-advocated changes to their planning and budgeting processes. On the CCA4, county governments' capacity for planning and budgeting improved from the baseline score of 69% to an average score of 86%, improving by an increase this year of 7% over last year. For the second year in a row, Isiolo, Kakamega, Meru, Nairobi City, Nandi, Vihiga, and Wajir county executive departments jointly developed plans, fiscal strategies, budgets, and budget reviews. Counties used technical and sector working groups to develop their Annual Development Plans (ADPs), budgets, and the County Budget Review and Outlook Papers. County executives and assemblies are also collaborating more effectively. County planning and budgeting documents in all 22 counties supported by AHADI are more closely aligned. Planning and budgeting documents are more program-based, outcome-oriented, gender responsive, and reflective of citizen priorities as compared to documents from previous years. These changes positively affect sector service delivery and can contribute to reducing waste, fraud, and corruption.

The support the county executives have received from AHADI has been viewed as being very useful. Indeed, the AHADI project on citizen engagement has created a lot of awareness among the people and county government officials who feel that they have significantly been helped in understanding the PEM cycle. The view of many informants was that by and large, public participation and its importance in governance have been demystified. The project was particularly helpful in sensitizing Sub-County and Ward Administrators, who hitherto were seen as obstructing meaningful public participation activities in the County.

Excerpt from the Citizen Engagement Strategy Assessment

AHADI Counties Improved Performance vis-à-vis Auditor General Audit Reports:

AHADI reviewed the auditor general reports for county executives and assemblies for the 2017/18 FY to determine trends in audit issues since 2015/16. The majority of AHADI target counties have recorded sound improvements in audit performance since the 2015/16 Kenyan FY as summarized in Figure 2 below.¹

Figure 2: AHADI Target Counties and the 2015-2018 Auditor General Reports

	Executive			Assembly			Comments
	2017/18	2016/17	2015/16	2017/18	2016/17	2015/16	
Unqualified	0	0	0	0	0	0	Only Kenyan counties
Qualified	18	9	5	15	7	6	Notable improvement
Adverse	1	7	7	6	10	7	Notable improvement
Disclaimer	3	6	10	1	3	9	Notable improvement
Missing	0	0	0	0	2	0	Happened once only
TOTAL	22	22	22	22	22	22	

Increased Technical Capacity for Reporting through Annual Progress Reports: Annual reporting is a critical foundation for government accountability and transparency and a required step in Kenya's budget cycle, but in the past, counties struggled to adopt a practice of periodic reporting. This year, AHADI target county governments developed timely Annual Progress Reports which include both financial and progress reporting.

¹AHADI report, *Strengthening County Public Expenditure Management (PEM), Review of 2017/18 Auditor General's County Governments Reports*, April 2019.

Government Engagement with Citizens is Improving: CCA scores for public participation have increased steadily over the past four years from an initial score of 60% to a score of 91% this year. AHADI target counties have started institutionalizing public participation by enacting laws, policies, and guidelines to govern public participation. With AHADI support, executives (including sub-county administrators) and legislatures have taken other steps to improve and institutionalize participation, including establishing dedicated, funded, and staffed public participation departments and units and improving organization to provide more timely notice. To facilitate more inclusive participation of typically marginalized groups, such as women and people with disabilities, they identified more accessible meeting places and scheduled meetings at more suitable times. Government responsiveness to citizen inputs as a direct result of AHADI and sub-grantee interventions has shown marked improvements. The number of public policies, laws and procedures introduced, adopted, repealed, changed, or implemented consistent with citizen input shot up this year compared to previous years. County government officials have stated that citizens and CSOs working with AHADI grantees are providing constructive input and that their relationships with CSOs are improving.

Performance Management and Monitoring and Evaluation (M&E) are Gaining Traction: M&E has regularly scored on average 51% and 53% on the past two years' CCAs. This year, the county average jumped to 83%, indicating that AHADI's interventions are contributing to significant improvements in capacity. AHADI worked with the Council of Governors (CoG) and Ministry of Devolution and Arid and Semi-Arid Lands (MoDA) M&E Departments to institutionalize performance management by operationalizing the CoG's adopted County Performance Management Framework. AHADI sensitized the county leadership, including governors, then trained and mentored 12 counties² to develop realistic departmental performance targets and performance contracts for senior then for lower level officials. Counties are institutionalizing units for Performance Contracting (Kisii, Nandi, and Trans Nzoia) and with AHADI mentorship, have enhanced their M&E systems, by defining indicators and data collection routines to track and report on service delivery and the priorities expressed in county planning and budgeting documents. Slowly, the linkages among effective programming, resource allocation, implementation, tracking, monitoring service delivery, and improving county service delivery are being strengthened. AHADI continues to ensure that lessons learned by more proactive counties shape national policy and guidance for all counties.

Enhanced Capacity and Own Source Revenue (OSR): Generating OSR is a high priority for counties, especially given this year's constrained fiscal space at the national level. AHADI helped counties to improve their revenue management policies and practices, to increase revenue on targeted revenue streams, and importantly, to enhance county and taxpayer discussions about taxation and service delivery. AHADI developed and piloted³ a tool and a package of technical assistance to help counties to select a revenue stream, legislate for that stream, develop

"Since we started receiving support from AHADI, there has been tremendous improvement in our revenue collection both in terms of attitude of our officers once they understood their role and good communication between them and the taxpayers. For example, initially collecting parking fees was a big challenge as people felt they were not supposed to pay for parking vehicles on their own lands."

Director of Revenue, Garissa County

² Bomet, Garissa, Kiambu, Kisii, Lamu, Marsabit, Mombasa, Nandi, Siaya, Trans Nzoia, Turkana, and Vihiga counties

³ Garissa, Isiolo, Mandera, Meru, and Nairobi counties

administrative and staff systems for collecting and managing revenue, and consulting taxpayers to guide decision making on how they arrive at tax decisions. County revenue collection is increasing. In Garissa, for example, revenue increased over last year by Ksh 25,759,218 (USD 265,559). At the national level the project worked with the Commission on Revenue Allocation (CRA) to institutionalize results, developing a Revenue Management System and an OSR training curriculum for all counties.

“The AHADI trainings enabled me to understand that I need to act as the software that will steer the governance systems and deliver services to the electorate instead of being used as a password for leaders to gain access to power.”

Hon. Fatuma Shaikh Abass, a nominated Member of Wajir County Assembly

“The women members of Machakos County Assembly, through the Women’s Caucus, are now able to lobby for budgetary allocations.”

Hon. Jacinta Luka, Machakos County Assembly member

Improved County Assembly Oversight: County assemblies are increasingly using evidence-based approaches and committee-based decision making. Assemblies have increased the number and quality of laws and documents that they pass; they are more effective in their deliberative and oversight role; and inclusive participation practices are taking root. Initially, only budget committees engaged on PEM discussions and approvals. Now, all sectoral committees are involved. Nairobi City County is a trend-setter, establishing an Assembly Accountability Budget Office, providing a citizen feedback mechanism on the Assembly business page of their website,⁴ and holding inclusive and effective consultations on the Finance Bill. Another signal that county assemblies are maturing is that they are increasingly engaging the Senate to discuss issues that affect the counties, aggregating their interests and planning advocacy efforts that the Senate can carry forward at the national level.

Objective 2: Functionality and Effectiveness of Devolved System Increased through Improved Intra-Government Engagement and Cooperation

Inter-governmental actors collaborate and cooperate better to advance devolution:

Increasingly, the national government institutions and the county governments are coming together to deliberate and agree on various policies and processes. For example, for the first time, a consultative forum between the legal committees of the CoG and the Senate was held with AHADI’s support to deliberate on and agree on a framework for cooperation as well as to deliberate on and agree on key legislative proposals that are critical to strengthening devolution. In the wake of a recent stalemate between the National Assembly and the Senate over the Division of Revenue Bill, the CoG, Senate, and County Assemblies Forum (CAF) held a consultative forum to address the challenges facing devolution. The Ministry of Education (MoE), Kenya Institute of Curriculum Development (KICD), CoG, and CAF have been working collaboratively on the implementation of the new Education Competency Based Curriculum (CBC).

Working with multiple partners, AHADI facilitated the development of 30 policies and strategies, and 89 tools, templates, and guidelines that shore up sustainable institutions and legal and

⁴ <http://nairobiassembly.go.ke>

regulatory frameworks. Some of the most important policies and studies that AHADI supported include:

- The third basis formula that will determine national revenue sharing to county governments for the next five years (with CRA).
- Regional Economic Blocs Policy to institutionalize and structure the blocs, grounding their formation and functioning within a national policy (with regional economic blocs).
- Economic blueprints developed by regional economic blocs that map out opportunities for trade and investment in the regions (with MoDA).
- The Regulation for Inter-Governmental Sectoral Forums that outlines roles, responsibilities, standards, and norms for these units with the aim of deepening collaboration and consultation between the two levels of government (with MoDA).
- A study on the status of the transfer of functions in the agriculture sector and another to unbundle functions under the Department of Livestock, Fisheries and Irrigation produced by the Inter-Governmental Relations Technical Committee (IGRTC) to bring clarity on functions between national and county governments.. Subsequently, IGTRC and the Ministry of Agriculture developed guidelines for devolving state corporations in the agriculture sector (with IGTRC).
- Agriculture Sector Transformation Growth Strategy (with CoG).
- The draft Co-operatives Policy was finalized to improve the management, supervision, and regulation of cooperatives at the national and county levels (with MoDA).
- Through CAF, speakers of county assemblies agreed on a strategy to lobby for county assembly financial autonomy, which is critical for legislative independence and oversight (with CAF).
- The Audit of Laws and Policies on seven critical service sectors, including health and agriculture, which identifies challenges facing the implementation of laws and policies and recommends ways to improve sector performance and harmonize legislation so that it better supports devolution (with MoDA, CoG, and Kenya Law Reform Commission (KLRC)).
- MoDA reviewed its organizational structure in order to reduce reliance on donor funded advisors (with MoDA).
- A Revenue Management System and OSR 101 curriculum are being developed (with CRA).
- At the Annual Devolution Conference three of the announced resolutions related to policies strongly influenced by AHADI's contributions: policy and legal framework for harmonization of revenue collection; establishment of county service delivery units; and operationalizing country performance management framework, enacting county civic education laws, and establishing civic education units.

Objective 3: Improved Representation of Citizen Interest and Oversight over Targeted County Government

More Frequent and Effective Citizen and CSO Participation in County Governance: This year, the project issued 16 sub-grants totaling USD 2,045,229 to CSOs in 20 counties to enhance citizen engagement. CSOs worked with citizen groups and CSO networks to provide civic education, to identify priorities and service delivery gaps, to conduct social audits, and to present their priorities to government through issue-based petitions and memoranda. In FY 2019, **AHADI sub-grantees offered civic education directly to 523,977 people and indirectly**

AHADI grants improving service delivery through citizen oversight and advocacy

As a result of citizen demands:

- Mandera County provided certified seeds for farmers, improved health services in 2 wards by adding staff to local dispensaries, allocated water as promised in the CFSP, allocated more water to mitigate shortages, allocated funding for a borehole, stopped road construction when citizens revealed poor quality work, and started road construction in 2 wards as citizens demanded
- Bomet County halted irregular procurement after a youth group's oversight and advocacy, supplied important drugs for hospitals, and also increased health funding in budget
- Kakamega County responded to womens' petitions and increased allocations for ECD centers
- Kiambu County restored water and rehabilitated a road in response to youth petitions, and added budget funding to equip an ECD center
- Kiambu, Marsabit, and Murang'a governments implemented plans/budgets to improve services in healthcare, water and roads, due to citizen advocacy
- Machakos built needed latrines
- Marsabit county delivered water tanks to 3 wards in response to petitions to the CA following a social accountability and Public Expenditure Tracking Survey
- Meru County responded to social audits by finishing 2 boreholes that were promised but lagging
- Murang'a County improved access to and quality of ward dispensary services following a community score card that was conducted by the local Nyumba Kumi leaders trained by AHADI grantee
- Nandi County stopped road construction due to citizen concerns about quality, and responded to citizen requests to publish PEM documents
- Wajir County made a contractor redo road construction, corrected poor quality bridge construction, installed a solar pump, relocated a hazardous dump, allocated funding to upgrade a dispensary, and connected water pipes in response to citizen's petitions and memoranda

reached **8.6 million people** through radio, SMS, WhatsApp, and other methods. More than 30 policies, plans, and procedures have been changed in response to citizen demands, resulting in dozens of instances of improved services. The tools and approaches used by the CSOs are being shared, replicated, and disseminated. All of the 14 ongoing AHADI grantees are part of CSO networks in their respective counties or have started forming partnerships and networks. AHADI's cohesive technical approach of fostering partnerships between CSO networks and county governments around the PEM cycle has improved citizen participation and government accountability.

AHADI conducted an assessment of its Citizen Engagement Strategy, interviewing 297 respondents from government and civil society in 22 counties. The study revealed that while much remains to be done, AHADI's approach was extremely relevant and timely, not only for citizens but also for non-state actors (NSAs). Sub-grantees have referred to the approach as a "game changer." CSOs report having better capacity to mobilize citizens using proper tools, planning, and issue-based interventions. They are better equipped to influence development plans and budgets, to oversee government, and to conduct advocacy using appropriate processes and tools. Citizens are beginning to realize the importance of public participation. They are becoming empowered and are beginning to engage the governments in a more constructive manner and without fear.

Progress on Gender Strategy

County plans and budgets increasingly factor in the needs of women as a result of the support provided by AHADI's gender mentors with the development of County Integrated Development Plans (CIDPs) and ADPs. AHADI identified and trained gender champions in sector departments. AHADI held mentorship sessions in Garissa, Isiolo, Mandera, Meru, and Nairobi with county gender champions and Technical Working Groups to create awareness and build a common understanding of gender mainstreaming across all county processes. As a result of such interventions, development of the county ADPs and the Annual Progress Reports used a gender lens.

AHADI's approaches to empowering women also included bringing women senators and members of county assemblies together to develop a common position in order to mobilize public opposition against proposals to reduce affirmative action through constitutional review. AHADI also supported women members of county assemblies to become more confident and effective. Women members of county assemblies have developed legislative action plans. In Garissa, Mandera, and Wajir, women-sponsored bills and motions are increasingly being tabled.

Women in civil society are advocating for their issues through AHADI's innovative grant program, achieving changes in county service provision of health, early childhood education, and county adherence to mandated set asides for marginalized groups in county tendering.

Anti-Corruption

In early 2019, AHADI conducted a study to ascertain how governance programming could contribute to improved accountability and promote anti-corruption measures. Inspired by the results of this study, and in response to USAID's J2SR strategy, AHADI made adjustments to its governance programming, implementing more than half of the report recommendations. This included supporting effective responses to recommendations of the auditor general's reports and providing technical assistance to enable county executives and assemblies to address glaring challenges in accountability. AHADI also increased its funding for sub-grants to fund CSOs working on accountability using social audits, submitting petitions and memoranda demanding services, and intervening in county government processes on budgeting. For example, sub-grantees conducted social audits in Marsabit, Murang'a, Trans Nzoia, and Turkana counties in the natural resources, environment, water, agriculture, and livestock sectors. The social audits enable CSOs to conduct evidence-based advocacy with government officials to address leakages identified.

In January 2019, AHADI supported the Kenya Private Sector Alliance to convene a national Multi-Sectoral Initiative Against Corruption Conference, which attracted over 165 CSOs and a cumulative total of 2000 participants. All key players at the conference showed a concerted effort to partner in the fight against corruption, and all arms of government committed as well to fight corruption. The President declared corruption a national disaster, and since then, there has been a semblance of measures to fight corruption, as detailed below in the Implementation Context section of this report.

Cross-Sector Programming

Sustaining Results Achieved under the Partnership for Resilience and Economic Growth (PREG): Although AHADI funding from PREG finished last year, AHADI continued working with six arid and semi-arid land (ASAL) counties, Garissa, Isiolo, Mandera, Marsabit, Turkana, and Wajir, to build community resilience in the face of prolonged droughts caused by climate change. AHADI facilitated the development of sector plans, CIDPs, policies, and legislation on water, livestock, and rangeland management sub-sectors. PREG partners recognized the tremendous contributions made by AHADI in facilitating participatory planning, strengthening sector governance relevant to food security and economic growth, and building the capacities of key county staff through mentorship and regular training.

Extractive Industries More Transparent: Although AHADI support to the extractives sector largely concluded in the last annual reporting period, AHADI supported the *Jumuiya ya Kaunti za Pwani* (“Coastal County Community”) Extractives Sector Working Group to review the draft policy and legislative framework on extractives for the member counties of this bloc. Members of the working group devised a calendar for their work and harmonized their policy and legislation regarding the extractives sector. Those attending the meeting resolved that every county would gazette artisanal mining committees to promote regulation of the working conditions, welfare, and benefits of miners.

AHADI sub-grantee, Saint Peter’s Community Network (SAPCONE), contributed to the Turkana CSO network’s initiatives on extractives governance. The network organized meetings with government to discuss transparency and citizen inclusion in decision making regarding the benefits accruing from oil. AHADI will continue providing technical support to SAPCONE, working with the CSO network to keep advocacy efforts on extractives alive.

IMPLEMENTATION CONTEXT

Stalemate between National Assembly and Senate on Division of Revenue Allocation Bill: Seven years into devolution, governance in Kenya has been marked with a mixture of progress and challenges. While devolution has decentralized resources to citizens, who now have many opportunities to participate in governance, politics, national and county level politics continue to water down the gains made. The stalemate on the Division of Revenue Allocation Bill, pitting the National Assembly, backed by the Executive wing of government, against the Senate, was a clear sign that conflict and mistrust is still rife between the two levels of government regarding sharing of national resources. The standoff had almost paralyzed operations in the devolved units, prompting the CoG to issue a shutdown notice if the issue was not resolved by September 16, 2019. Though the matter has been laid to rest, the supremacy battle between the two houses of Parliament on the Division of Revenue Allocation Bill, the final concession of the Senate and CoG on the stalemate, and the ongoing talks to abolish the Senate will only fuel discussions on the future of devolution.

Reforms Spearheaded through Building Bridges Initiative: The Building Bridges Initiative (BBI), spearheaded by both President Uhuru Kenyatta and the former Prime Minister Raila Odinga has continued to influence discussions throughout the year. The initiative is tasked with collecting

views from citizens and other stakeholders and coming up with recommendations that will unite Kenyans and contribute to peaceful coexistence and elections in the future. However, even as the BBI team prepares its final report, Deputy President H.E William Ruto and his allies have been unequivocally opposed to the newfound alliance between the President and the former Premier and, therefore, do not subscribe to BBI and its work, seeing it as a strategy ostensibly used to thwart his 2022 presidential aspirations.

Government Introduces Austerity Measures: The acting cabinet secretary in charge of the National Treasury in the Ministry of Finance indicated that the Government will cut unnecessary spending to reduce the fiscal deficit. The cuts are expected to reduce the deficit to 3.5% of gross domestic product by FY 2022/23. Areas targeted for expenditure control measures include staff training; foreign travel; publicity and advertisement communications and airtime; and acquisition of motor vehicles.

Ongoing Drought: The National Drought Management Authority has warned that the dry spell ravaging most of the country will worsen and last until the end of October 2019. The National Drought Management Authority stated that the drought has affected about 2.6 million people, the majority in ASAL. The State Department for ASAL has been working on a mitigation plan to address the risks associated with the dry spell, which may lead to hunger and loss of lives.

Transition in the Offices of Controller of Budget and Auditor General: President Uhuru Kenyatta appointed Stephen Masha as the Controller of Budget in an acting capacity following the exit of Agnes Odhiambo, whose term ended on August 27, 2019. In a Gazette notice published on the last day of her term, the appointment took immediate effect and is for a period of 90 days, until a substantive office holder is appointed to take up the position. Mr. Masha is a certified public accountant and a member of the Institute of Certified Public Accountants of Kenya. He has previously been the deputy controller of budget. The position of auditor general also fell vacant after the term of the current holder expired. A selection panel to interview the replacement has already been appointed by the President. Auditor General Edward Ouko and Controller of Budget Agnes Odhiambo came into office in August 2011. They left their offices when their eight-year non-renewable terms ended. Unlike Ms. Odhiambo, whose tenure was less controversial, Mr. Ouko's stay was characterized by a lack of adequate funding for his office to effectively perform its role and several ouster bids on claims that he was involved in wastage of public funds and had failed the integrity test.

Constitutional Review Initiative: The *Punguza Mzigo* ('Lighten the Load') Bill, an initiative to amend the Constitution, was fronted by a former presidential aspirant, Ekuro Aukot. The bill proposed using the 47 counties as single constituency units for parliamentary elections to the Senate and National Assembly. This would reduce the number of members of county assemblies serving in the Parliament, thereby reducing costs of running the Parliament. The bill failed after being defeated in 24 counties. This was a welcome relief to politicians allied to the BBI, who felt it would affect their own plans to have a raft of amendments to the Constitution.

Anti-Corruption Campaign: The President has continued a war on graft that has seen high-level prosecutions in this year, some of which involved sitting governors who were netted by the dragnet. Meanwhile, two county governors have been barred by the courts from accessing their offices, highlighting the tenacity and fierceness with which oversight organs are waging war on

corruption. Since only junior officers have generally faced punishment, however, the campaign is not likely to significantly reduce corruption.

National Census: Kenya National Bureau of Statistics conducted the national census from August 24 – 31, 2019. The exercise, which takes place every ten years, caused panic in some constituencies since the final numbers will determine the boundaries of electoral units. If a constituency does not meet the current required population threshold of 170,000 people, then the constituency risks being scrapped by the Independent Electoral and Boundaries Commission. As of now, 27 constituencies risk being eliminated or split up. An increase in the number of constituencies is not likely to be welcome at this time when Kenya is grappling with a bloated Wage Bill and imprudent use of public funds, which some quarters have attributed to the size of the National Assembly.

Demonetization: The Government, through the Central Bank of Kenya, carried out a demonetization exercise from June 1 – September 30, 2019. The exercise phased out the KSh1,000 banknotes, replacing them with new ones, in an attempt to targeted illicit cash said to be circulating in the economy. By the end of the exercise, the governor of the Central Bank, Patrick Njoroge, said that the bank had received 209,661,000 old KSh 1,000 notes, amounting to Ksh 209 billion. The bank announced that KSh 7.4 billion (USD 71.3 million) in old KSh 1,000 notes had not been returned. The regulator said that it flagged 3,172 suspicious transactions during the demonetization exercise. Mr. Njoroge said that the demonetization exercise did not affect inflation, which stood at 3.8% as of September 2019.

II. KEY ACHIEVEMENTS (QUALITATIVE IMPACT)

OBJECTIVE 1: TARGETED COUNTIES PROVIDE HIGHER QUALITY SERVICES THROUGH IMPROVED GOVERNANCE

During FY 2019, AHADI continued to deepen its mentorship approach with the county executives and assemblies across the 22 counties, delivering timely, on-demand technical assistance around the entire PEM cycle, integrating and strengthening mechanisms for public engagement and accountability. Using a pool of experts, AHADI established technical teams of mentors to work in specific counties for short durations while embedding others for extended periods.

Result 1.1.1: Leadership, Knowledge and Skills of County Executive and Assembly Enhanced

The following key outcomes were planned under Result 1.1.1:

- County government officials have the knowledge, skills and understanding to link public spending to desired policy outcomes
- County government approaches coordinated with national ministries and institutions
- More responsive and accountable county governments

The achievements against indicators are reflected in Figure 3.

Figure 3

Performance Indicator	Cumulative (FY '14 – '18)	Targets FY 2019	Results Q1	Results Q2	Results Q3	Results Q4	Results FY 2019
Objective I: Targeted county governments effectively functioning in targeted counties							
1. Number of target county governments that have improved on the county government capacity index (DOI-I.1.1-1)	9	22	-			21	21
Score on CCI	0.73	0.88	N/A			0.86	0.86
3. Number of county officials, trained, mentored, provided TA at the County level as a result of USG assistance	25,556	17,000	3,574	6,237	5,120	3075	18,006
Female	7,250	4,760	1,022	1,976	1,848	888	5,734
Male	18,306	12,240	2,552	4,261	3,272	2,187	12,272
4. Percent of county officials trained who indicate they learned new knowledge or skills during the training (DOI-I.1.1-2)	86%	94%	94%	93%	93%	87%	92%
5. Percent of county officials trained who indicate they are likely to implement what they learned in the training (DOI-I.1.1-3)	90%	92%	96%	94%	94%	87%	93%

Improved Capability of County Officials: Building on the previous year’s work to strengthen planning and develop CIDP, this year AHADI helped counties institutionalize improvements in county PEM processes and to address weaknesses in county executive and county assembly processes. Noteworthy results from mentoring, training, and technical assistance include: 1) compliance with statutory timelines for the County Fiscal Strategy Paper (CFSP) and program based budgets (PBBs); 2) county use of the National Treasury’s Budget Policy Statement, a policy document that guides the national and county governments’ budget preparation over the medium term, demonstrating improved relations between county and national government entities; 3) a more collaborative and integrated approach to budgeting, demonstrated by the involvement of sector departments in budgeting, and the active use of sector working groups, which include representatives from civil society. Enhanced sector and public involvement and ownership are expected to improve budget implementation, oversight, and accountability.

“The PBB will guide investments in the health sector focused on accelerating achievements of the county’s health goals through improved linkages between sectors and increased inter-sectoral collaboration.”

Dr. Kinana Kanyonye., Meru CEC for Health

A More Collaborative Approach to Budgeting Witnessed: The PBB making process presented an opportunity for a cross-section of the county government staff to gain knowledge and skills on the management of the Medium Term Expenditure Framework (MTEF). Through

“AHADI has supported us so much, and the success we are enjoying as a county can to a great extent be attributed to their support. This meeting has helped iron out differences between the County Assembly and the Executive thanks to AHADI. I propose that H.E the Governor should write an appreciation letter to AHADI to thank them for their support.”

Douglas Bosire, Nyamira CEC for Health, at the joint forum between the Executive and the Assembly on CFSP.

mentoring AHADI has helped open up the process to wider participation. In Garissa, Isiolo, Meru, Nairobi, Tharaka Nithi, Trans Nzoia, and Wajir counties, 62 CSOs in total were represented in the development of the PBB, with members of the sector working groups providing the on-spot participation in the process.

Support to joint forums between the executives and the assemblies on MTEF ensured that both sides had a common understanding of county priorities, hence presenting minimal haggling in the process. There was increased technical input from county assemblies in the budget process because AHADI worked with committees to conduct detailed reviews and develop reports with their observations. As required, the reports were formally shared with the county executives.

The county assemblies of Kiambu, Murang’a, Nyamira, and Vihiga raised pertinent issues while interrogating the executives about the CFSP. Joint forums on budget estimates were conducted in Garissa, Kakamega, Meru, Nairobi, and Siaya, which increased the legislatures’ understanding of the executives’ development priorities, making the budget approval process less confrontational. Nairobi City County Liaison Committee invited county executive committees (CECs) to provide a status update on the implementation of the 2018 priorities as contained in budget documents, key among these being the establishment of a revenue board. Consequently, the Nairobi Revenue Administration Bill, 2019 was committed to the Finance, Budget and Appropriations Committee and is currently at the second reading. A technical committee, constituting officers from the Assembly and Executive, was established to prepare a paper to inform the Finance, Budget and Appropriations Committee report. Once enacted, this bill will

promote efficiency, effectiveness, transparency, and accountability of the County Revenue Administration in Nairobi City County.

Increased Linkage of County Plans and Budgets: AHADI’s mentorship efforts targeted systemic weaknesses to ensure that core policies, plans, budgets, and expenditures are linked, so that expenditures can achieve outcomes. With this milestone, counties can now allocate money to operations and projects with the highest development impact. Extracting the ADP from the CIDP, developing the CFSP based on the ADP, and subsequently deriving PBBs from the CFSP made the MTEF process more efficient.

Enhanced Vigilance of County Assemblies in line with their Oversight Mandate:

AHADI has observed an increase in the level of commitment and dedication shown by county assemblies to scrutinize key planning and budgeting documents, as well as by executives to monitor program implementation. When reviewing the ADPs, the assembly committees were able to identify gaps relating to non-compliance, such as the failure of some counties to publish the plans within seven days after submission to the assembly and the lack of mention of performance of capital and non-capital projects and payment of grants, benefits, and subsidies. The assemblies showed improved technical skill in their review of budget estimates. Isiolo County Assembly, for example, recommended that more resources be channeled to the livestock sector, as it is the main economic activity of the county. The Finance, Budget and Appropriations Committee findings also revealed that donor funds were not included in the 2019 budget estimates. Machakos County

“AHADI helped us move from one level of performance to the next. By supporting our County Executive on performance management, it made our oversight work as the County Assembly easier.”

Hon. David Shadrack Rotich,
Speaker of the Bomet County
Assembly

A member of the Revenue Department in Garissa described AHADI’s work as the push counties needed to do the tasks they are mandated to do. It was also clear from interviews that the technical support AHADI provided, both to identify problems and provide technical expertise to rectify those challenges, is critical to counties. For example, AHADI identified gaps in the legal framework for OSR and assisted counties to draft the necessary legislation to close those gaps.

Excerpt from Case Study: Tax Bargaining, the Fiscal Contract and Public Participation in Four Kenyan Counties

Assembly invited the CEC Department on Trade & Commerce and, thereafter, Finance to agree on the sector priorities. Participants revealed that pending bills totaling Ksh 952,194,940 were not factored into the 2019/20 budget, and the Wage Bill stood at 44% with no explanation of measures put in place to reduce it.

Enhanced Capacity and OSR: Generating OSR is a high priority for counties, especially given this year’s constrained fiscal space at the national level. AHADI helped counties to improve their revenue management policies and practices, to increase revenue on targeted revenue streams, and importantly, to enhance county and taxpayer discussions about taxation and service delivery. AHADI developed and piloted⁵ a tool and a package of technical assistance to help counties to select a revenue stream, legislate for that stream, develop administrative and staff systems for collecting and managing revenue, and consult taxpayers to guide decision

making on how they arrive at tax decisions. County revenue collection is increasing. In Garissa, for example, revenue increased over last year by Ksh 25,759,218 (USD 265,559). At the national

⁵ Garissa, Isiolo, Mandera, Meru, and Nairobi City counties

level the project worked with the CRA to institutionalize results, developing a Revenue Management System and an OSR training curriculum for all counties.

Strengthened M&E and Performance Management: AHADI’s focus on PEM addresses the whole cycle of government planning, including M&E and performance management, tasks needed to track government policy outcomes against government plans, budgets, spending, and service delivery. AHADI oriented the county leadership on the broader county performance management framework and the linkages between the processes and tools at their disposal for effective programming and resource allocation; implementation, tracking, and monitoring of service delivery; and improving accountability to citizens. The implementation of strategic plans is ensuring that counties’ desired policy outcomes and targets are being met within their available resources.

The development and subsequent signing of performance contracts, the cascading of the contracts, the introduction of the Performance Appraisal System down to service delivery points, and the tracking of progress had increased accountability. Counties supported have formed performance management units to coordinate, monitor, and report on performance contracting. A draft Performance Management Framework for county assemblies has also been developed, linking the work of the assemblies to services delivery goals. While this function was new for most of the counties at the beginning of the reporting period, it is now being institutionalized. A similar initiative is ongoing within CAF. An assessment tool has already been developed, and consultation is ongoing to design a performance management tool for staff at CAF.

AHADI supported counties through orientation, training, and policy development to operationalize M&E. In the past, there was weak appreciation of M&E. The system in most cases was misconstrued as an audit tool, thus attracting little commitment and investment towards it. AHADI worked to increase counties’ understanding of the actual purpose of M&E, which is to analyze data and use reports to review and assess service delivery performance, identify challenges in the service delivery chain, and inform decisions and resource allocation. The commitment of the County Government of Nandi as a result of AHADI’s support, stands out. The county now has an M&E Technical Oversight Committee that coordinates quarterly field data collection, analysis, report writing, and dissemination. This has not only made the writing of the County Annual Progress Report easier but has also made it possible to put into public domain information on the performance and status of development projects across the county.

“Today the process is more transparent. Leaders were organized and well informed in terms of leading us through the priorities.”

Resident of Kisii County during a public participation forum in February 2019 on the CFSP 2019/20. He has been participating in the process for the last three years.

Improved Public Participation Initiatives: AHADI’s capacity development support offered through mentoring and coaching also targeted public participation. These capacity interventions focused on:

- Policy development and review;
- Enabling improved performance of the County Budget and Economic Forum (CBEF);

- Guiding county officials on citizen engagement processes, procedures, and use of available tools in the planning and management of public participation;
- Mapping of stakeholders and engaging them in the various PEM processes; and
- Enabling county assembly oversight and sectoral committees to institute practical measures to engage citizens in law making and review of county executive proposals.

In 2019, AHADI observed a remarkable change in the commitment of county governments to improve the policy and legislative framework for public participation. During the year, Bomet County Assembly enacted the county Public Participation Act with support from AHADI. The Governor assented to the Act in September 2019. It outlines the principles that regulate public participation in the county by both the County Assembly and Executive from the county level to the ward level. The law establishes mechanisms and structures for public participation, which will strengthen the quality of public engagement in the county. Isiolo and Mandera counties also finalized their public participation policies.

Similarly, AHADI supported Nandi, Nyamira, and Tharaka Nithi counties to draft Public Participation Bills. These proposed policies are at different stages of formulation in advance of presentation to the county assemblies. The Nairobi City County Assembly learned from the ward level public participation forums organized for citizen review of the Finance Bill that the Public Participation Law, as it exists, is grossly inadequate. In response, the Nairobi City County Assembly Committee on Delegated County Legislation developed regulations with detailed rules for the conduct of county assembly public participation⁶. The process is at an advanced stage of approval.

Enhanced capacity of CBEFs: As a result of the program’s support, the Nyamira and Turkana CBEFs have a better understanding of their mandates and have developed terms of reference and work plans to guide their work. The Turkana CBEF has established a Secretariat to provide leadership in implementation of the CBEF’s day-to-day operations. Turkana County CSO Reference Group, which is an umbrella body of CSOs in the county, has, through its chair, reported that relationships have improved between the county and CSOs on economic and financial matters.

With support from AHADI, Machakos and Siaya counties established departments for coordination of public participation and some staff have been hired. AHADI trained the newly hired staff of these departments and equipped them with the relevant tools. Following technical assistance from AHADI, Machakos County went further by operationalizing the village structures and committees, which are key platforms for public engagement, through drafting of a Cabinet Memo with guidance on how to undertake this process.

Improved County Government Public Participation: Through strategic technical assistance, which included skills transfer, support in simplification of PEM documents, development of messages on diverse PEM documents, provision of tools, and mentorship during the actual public participation processes, there was notable evidence that counties are engaging

⁶ Recommendations include mandatory as opposed to directory provisions in the regulations; a provision for the option of setting up citizen public participation committees in the county; and a mandatory complaints mechanism.

Informants in all the counties visited have reported a positive change in the attitude of the executives towards public participation generally and non-state actors involved in the work of citizen engagement. In a number of counties county executives are starting to recognize the need for more consultations and cooperation as well as partnerships between them and non-state actors in the discharge of the various aspects of public participation.

Excerpt from the Citizen Engagement Strategy

more frequently and more effectively with citizens. This hands-on support produced results such as enhanced adherence to the consultation processes, better use of the tools to document the proposals, good review and analysis of the proposals and views received from the citizens, and their consideration into the revised documents. The county executives and assemblies also developed public participation process reports, which highlighted why they conducted public participation, including the

relevant legal provisions, the process followed prior to and during participation events, and how the views received from the public were considered.

In Garissa, for the first time, officials from the Revenue and Livestock Departments held consultations with taxpayers to ensure they understood proposed new taxes and to receive their feedback before the levies were officially passed. This resulted in a much higher compliance of market users paying dues, significantly increased revenue, a surge in citizen willingness to pay taxes, and increased government transparency. There was notable improvement, as well, in the quality of public engagement in the PEM cycle by Bomet, Kiambu, Kisii, Nairobi, Nandi, Siaya, and Vihiga county governments because of capacity enhancement by AHADI.

Nandi County Call Center

The Nandi County Executive partnered with Safaricom to establish a unique toll-free Call Center which sends bulk SMSs giving notice of public participation meetings and to serve as the first point of interaction to address emergencies reported by citizens. It is also used for feedback from citizens and serves as a complaints channel. The innovation in this system is the fact that the officers receive information, analyze it, and escalate it to relevant departments for immediate action. The analysis of the information received identifies the frequently asked questions and the issues they relate to, which enables the government to take the proper steps. The government learns in real time about issues in the villages and flags areas for quick intervention. The lesson is that it is not enough to deploy technology. A system must be in place to analyze the information gathered through the technology in a manner that meets the objectives of public participation.

AHADI provided technical assistance to Kisii County Executive and Bomet and Nandi County assemblies to better plan for public engagement on the CFSP for 2019/20. Skills were imparted, and appropriate tools shared. Guidance was provided on simplification of the CFSP and development of customized civic education messages as these counties planned for public engagement.

The Marsabit County Executive benefitted from AHADI technical assistance in simplifying its CIDP. Murang'a County administrators and social development officers were also trained and equipped with the relevant tools on public participation. Members of the Turkana County Assembly gained technical skills that enabled them to plan and undertake public consultations on the County Finance Bill, 2019 and ADP 2020/21.

“Before AHADI we were operating in the dark. We were just doing public participation without understanding or knowing what we were doing. But after AHADI’s training, now we know.”

Isiolo County Assembly Informant for Citizen Engagement Strategy Assessment

“We now know what to scrutinize, and we are preparing better reports.”

Machakos County Assembly Informant for Citizen Engagement Strategy

Comprehensive and User-Friendly Civic Education Materials Developed and Disseminated: AHADI supported the Ministry of Devolution and ASAL (MoDA) and CoG to develop a simplified guide to civic education. Dubbed *Jukumu Langu* (“My Role”), this guide is a reference on devolution and public participation, including opportunities for public participation and sources for additional reading materials. This is a pocket size booklet that enables educators

“Compared with FY 2018/19, public participation in Kisii County has improved immensely in terms of volume and knowledge among ward representatives. This year 168 people were present; last year there were only 78. Kisii County is able to conduct future public participation on its own because of the knowledge learned from AHADI.”

Ms. Doris Nyakangi, Kisii County chief officer for public participation

and ordinary citizens to quickly and easily identify actions they can take. It is written in easy to read language, has vivid illustrations, and provides relevant examples for each topic. AHADI supported MoDA and CoG to disseminate this booklet in the 22 AHADI counties. There is evidence of use of this booklet by both government and CSOs. In Murang’a, Turkana, and Vihiga, CSOs working with AHADI have adopted the booklet as their reference guide during civic education forums. The cabinet secretary for devolution was seen addressing Nairobi University students with the booklet in hand.

More Meaningful Public Engagement through Stakeholder Registers: AHADI provided technical assistance to Kisii County to finalize the county stakeholder register. This register lists stakeholders by sectors, coverage of their programs, and office locations, including the wards and sub-counties. With this database, Kisii County can consult strategically and on short notice. Strategic engagement with organizations involved in the relevant sector have a higher potential for meaningful input on specific PEM sector processes. Similarly, AHADI supported Bomet, Machakos, Mandera, Meru, Nandi, Siaya, and Turkana counties to develop county registers. Once complete, these registers will provide the counties with relevant data for engagement with sector stakeholders.

County Assemblies Convene Consultations with Civil Society Networks: As a result

“Citizens no longer complain about tax payments especially in the livestock market. Through the OSR engagements, the revenue department has been involving market clerks and the chairman of the livestock association. As a result, they have become the champions in livestock revenue collection.”

Sam Kariuki, Garissa County Director of Revenue

of capacity development of county assembly sectoral committees, there is improved commitment to undertake outreach to citizens. In this FY, Kakamega and Nyamira county assemblies met with CSO networks to discuss proposals that CSOs had submitted to assemblies but had not gotten feedback on. They agreed that the CSO networks would share their disaggregated sector membership databases to assist the assemblies with mobilizing attendees at committee sittings. Further, both assemblies committed to holding an inception meeting with the entire membership of the CSO networks.

Increased Transparency and Accountability of County Governments: To align its activities to USAID’s J2SR, AHADI pivoted to implementing a transition plan aimed at weaning counties from relying on donor funding ahead of the program’s conclusion. Lamu, Trans Nzoia, Vihiga, and most recently Siaya received immense support to strengthen their internal audit function, financial reporting, and risk management. The officers now have skills to block loopholes in procedures that allowed for resource abuse, thereby increasing transparency and

accountability and reducing corruption. The expected outcome is improvement of the counties' ranking in the next auditor general's report.

Improved County Assembly Systems and Processes of Law making, Oversight and Representation: During this period, AHADI provided technical support to address glaring gaps in legislative performance. Through long-term, coordinated engagement with the legislatures utilizing existing structures like Society of Clerks at the Table (SOCATT), CAF, and the KLRC, AHADI built the capacity and improved performance of the county assemblies in their oversight, law making, and representation functions. AHADI, working closely with these institutions, assessed the quality of county legislation and suggested measures toward improvement, including the establishment of monitoring mechanisms and database management centers. Manderu County Assembly received expert advice on factors to consider as they seek to propose amendments to legislation. The members were enabled to review the *Punguza Mizigo Bill, 2019*. Based on a technicality they observed in the litigation, they voted against the bill.

AHADI also provided support to assemblies to effectively play their oversight roles and generate more business in the house. For example, Garissa and Nyamira County Assembly Liaison Committees improved processes to manage committee work plans and allocate budgets for committee processes⁷. Machakos County Assembly's Justice and Legal Committee developed a concrete work plan that included impromptu visits to correctional institutions and homes for the aged to ensure that human rights of the persons housed in these institutions are upheld. The committee's work plan also includes engagement in the national census.

"Through AHADI support, we have been able to reduce the backlog significantly. Now we have qualified lawyers (AHADI mentors) who have been giving guidance during the process making things move fast."

Garissa County Assembly Clerk

Result 1.1.2: Inter-County coordination and collaborated strengthened

Figure 4

Performance Indicator	Cumulative Achievement to Date (FY 14,15,16,17&18)	Targets FY 2019	Results Q1 FY2019	Results Q2 FY 2019	Results Q3 FY 2019	Results Q4 FY 2019	Results Achieved in FY 2019
Objective 1: Targeted county governments effectively functioning in targeted counties							
7. Number of mechanisms created or supported to facilitate coordination between counties on an	60	60	6	13	7	5	31

⁷ Tying budgets to work plans increases committee accountability and effectiveness.

on-going basis as a result of USG assistance (DOI-1.1.2-1)							
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Collaboration on CBC: During the period under review, AHADI focused on inter-county engagement to strengthen coordination and collaboration by supporting an inter-county consultative meeting on the roll-out of the CBC, where 34 CEC members of education engaged on the state of early childhood development (ECD) and opportunities for technical assistance and capacity building on ECD in their respective counties. The sustainability of AHADI’s support was evidenced by the subsequent meetings held by the CoG without AHADI’s support to develop a road map on the integration of CBC with ECD education in the counties. AHADI also supported Bomet and Nandi County Assembly Education Committees to deliberate on the roll-out of the CBC and identify gaps in the management and coordination of ECD against the national pre-primary policy. The two committees developed work plans to solve the cross cutting challenges identified during the meeting.

Regional Economic Blocs Strengthened: Through AHADI’s support, a number of regional economic blocs, such as Lake Region Economic Bloc, *Jumuiya la Kaunti za Pwani*, and North Rift Economic Bloc, developed economic blueprints. The blueprints are critical foundational documents that map out the opportunities for trade and investment in the regions in order to leverage economies of scale, optimize utilization of shared resources, and maximize member counties’ competitive and comparative advantages. This process will accelerate economic growth and trade within the bloc and improve the livelihoods of the people in the region. MoDA was also able to develop a Regional Economic Bloc Policy to effectively guide the development of the numerous blocs that have been set up by the counties, hence creating a framework for their establishments. The policy is before the Cabinet pending its approval.

OBJECTIVE 2: FUNCTIONALITY AND EFFECTIVENESS OF THE DEVOLVED SYSTEM INCREASED THROUGH IMPROVED INTRA-GOVERNMENT ENGAGEMENT AND COOPERATION

A key focus for Objective 2 is to help establish more effective inter-governmental relationships (IGR) and cooperation between the national and county governments, and among different institutions that are supposed to collaborate to facilitate devolution. In previous years, AHADI supported the key IGR institutions to understand and take up their respective roles and mandates. This year, AHADI improved sustainability in part by facilitating and institutionalizing needed policy, legislative, institutional frameworks, regulations, and tools. This furthers AHADI’s exit strategy.

Result 1.2: Enabling Environment for Devolution Strengthened

Figure 4

Indicator	Cumulative Previous	Target	Quarter Results Oct 2018 – Sept 2019				Annual Results
	FY14 – FY18	FY2019	Q1	Q2	Q3	Q4	FY2019
Objective 2: Functionality and effectiveness of the devolved system increased through improved intra-government engagement and cooperation							
8. Number of inter-governmental mechanisms created or supported by the USG to bring together national and county governments (DOI-1.2-1)	79	60	7	13	9	12	41
9. Number of policies that support devolution that have progressed towards approval and implementation as a result of USG assistance	65	29	13	3	6	8	30
10. Number of tools / templates/ guidelines and standards provided by target institutions as a result of USG assistance in order to facilitate devolution at the local level (DOI-1.2-3)	166	80	10	41	8	30	89

Under Objective 2, AHADI aims to achieve four results:

- strengthening the enabling environment for devolution;
- enhancing the leadership, knowledge, and skills of national-level staff;
- improving the enabling environment for agricultural and rural enterprises; and
- strengthening national education institutional capacity, leadership and programs to provide quality services.

Enabling Environment for Devolution Strengthened: During FY 2019, AHADI built on past interventions and supported the key IGR institutions: MoDA, CoG, CAF, CRA, IGRTC, and technical line ministries to establish key policies, laws, and institutional frameworks necessary for the effective implementation of devolution and cooperative IGR. Another important role played by AHADI is to help convene these actors to facilitate their collaboration. The reporting period was marked by improved consultative engagement among the actors to deliberate on devolution issues.

Inter-governmental Mechanisms Supported to Bring Together National and County Governments

Progressive Proposals Emerge from the Sixth Annual Devolution Conference: The Annual Devolution Conference gathers stakeholders to discuss implementation of the devolved system of government. This year’s Annual Devolution Conference focused on measuring the extent to which devolution is delivering on its mandate and transforming the lives of Kenyan citizens, adopting a sector approach in line with the Big Four Agenda. With the assistance of AHADI’s facilitators, who offered expert opinions on the various sectors, the counties reviewed progress made on implementation of the Big Four Agenda. AHADI facilitated discussions on how sectors can contribute to the Big Four Agenda. Several Annual Devolution Conference resolutions were influenced by AHADI, for example:

- A resolution mandating both the national and county governments to develop a policy and legal framework for harmonization of revenue collection by both levels of government, which was influenced by AHADI's support to the CRA.
- A resolution for counties to establish service delivery units and operationalize the country performance management framework, which was influenced by AHADI's support to the CoG to implement and improve the county performance management framework.
- A resolution for counties to enact civic education laws and establish civic education units in compliance with the County Government Act, which was influenced by AHADI's support to develop the national policy on public participation.

County Assembly Members and Staff, Senators and Staff of the Senate, IGR Actors, and Civil Society Debated Pertinent Issues at the Fourth Annual Legislative Summit:

The Legislative Summit was borne out of the interest of CAF's Executive Committee to build a culture of learning and national level consultations on matters relating to legislative development. For this fourth summit, CAF and the Senate made extensive preparations to provide a robust program – an improvement over previous years. They created a multi-agency technical committee comprising representatives from CAF, the Senate, and all major IGR players to review the resolutions of the 2018 summit and nudged various stakeholders to follow up on these actions so they could report on them during the Fourth Legislative Summit. The preparations showcase excellent collaboration between the Senate and CAF and demonstrate the coming of age of the legislative arm of devolved government. AHADI was at the center of this planning and provided an array of technical and coordinating support. At the summit, key follow-ups to resolutions made at last year's summit included:

- The County Assemblies Disability Caucus reported that, as a result of their lobbying and advocacy, there is now commitment by the Kenya National Bureau of Statistics to generate authentic and accurate disaggregated data about **persons with disabilities (PWDs)** to inform development priorities in the country. A survey is underway that will address issues related to PWDs, most importantly categorization.
- The Senate reported that a constitutional amendment has been proposed to delete the word “progressive” in Article 54(2) which requires that at least 5% elected and appointed bodies be **persons with disabilities**. The amendment would compel the nation to implement this provision forthwith, and not progressively. Kiambu County Assembly has attained the 5% threshold, and Siaya County Assembly has employed four sign language interpreters to enhance effectiveness of legislators representing PWDs.
- The Senate also reported progress in the development of a common position on the proposed review of **constitutional provisions on the two-thirds principle, especially as it relates to women in elective offices**. Legislators at the summit also presented a passionate appeal for the protection of specially elected women within assemblies, following the filing in court of a case to protect women legislators from de-whipping⁸ and harassment when discharging their duties.
- Summit participants agreed to lobby when deriving the formula for **costing of health functions, for preventive, not just curative**, services and to use geographical terrain, not just land parameters.

⁸ There have been procedural removals of women legislators from key leadership positions, especially committee chairs and speakers.

- A considerable amount of time at the summit was spent deliberating on the place of Regional Development Authorities and **regional economic blocs**. CAF will nominate three persons from the assemblies to join this task force, especially considering that the assemblies will play an oversight role over the blocs.
- It was agreed that the leadership of the county assemblies will work on establishing an **anti-corruption caucus** of county assemblies to promote efficient utilization of public resources at the disposal of the assemblies.

National Anti-Corruption Conference Promotes Accountability: In January 2019, AHADI supported the Kenya Private Sector Alliance to convene the national Multi-Sectoral Initiative Against Corruption Conference, which attracted over 165 CSOs and a total of 2000 participants. Conference participants agreed on anti-corruption measures to focus on. At the conference, the President declared corruption a national disaster, and since then, there has been a semblance of measures to fight corruption. For example, the President instituted changes in the Ethics and Anti-Corruption Commission, Directorate of Criminal Investigation, and the Directorate of Public Prosecution. There has also been a series of probes on tax evasion, questioning by the Senate on county expenditure decisions, and high-level arrests and subsequent suspension of the Cabinet Secretary for Finance and his Principal Secretary on charges of suspected fraud.

Strengthening CoG Agriculture Committee in its Role to Support County Service Delivery: AHADI supports an Agriculture Policy Advisor seconded to the CoG Committee on Agriculture, Livestock and Fisheries. This support has contributed to the strengthening of the committee’s capacity to provide technical oversight to county departments responsible for agriculture. Evidence suggests that enhanced capacity is contributing to improved county service delivery.

Enhanced Collaboration among Senate, CoG, and CAF: For the first time, a consultative forum between the legal committees of the CoG and the Senate was held with AHADI’s support to agree on a framework for cooperation as well as key legislative proposals that are critical to strengthening devolution. The attendance of the speaker of the Senate and the chair of the CoG demonstrates the commitment by both institutions for IGR. Further, in the wake of the recent stalemate between the National Assembly and the Senate over the Division of Revenue Bill, CoG, Senate, and CAF held a consultative forum to address the challenges facing devolution. The three institutions formed a consensus around the key challenges, mainly public finance, and the Senate resolved to climb down on its stance over the Division of Revenue Bill to avoid a situation where counties would have to shut down their service delivery operations.

Policies

Key outcomes this FY include the development of policies and strategies that improve the enabling environment for devolution. A sample of county level and national level policies that progressed this year is described in Figure 5.

Figure 5

County Policies Supporting Devolution
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Multiple counties	Finance Bills	Multiple counties	CFSPs
Garissa	Investment and Development Fund Bill	Isiolo	Civic Education & Public Participation Policy
Garissa	Advertising (Outdoor) Bill	Kakamega	County Public Participation Policy
Garissa	County Assembly consideration of NSA Bill	Mandera	Draft Public Participation Policy
Garissa	M&E Policy	Meru	M&E Policy and Guidelines
Isiolo	Tourism Bill	Meru	Rewards and Sanctions Policy
Isiolo	Wildlife Bill	Nairobi	County Assembly Public Participation Regulations
Isiolo	Conservancies Bill	Tharaka Nithi	Public Participation Policy
Isiolo	Community Wildlife Conservancies Bill	Wajir	Draft Public Participation Policy
Isiolo	Wildlife Conservation & Management Bill, 2019		
National Policies Supporting Devolution			
National	National Public Participation Policy and County Level Policy	National	Crops Act, 2013
National	Administrative Circular for County Inter-Governmental Forums	National	Agriculture and Food Authority Act
National	ASALs Strategic Plan	National	Cooperatives Policy
National	Regional Bloc Policy Framework	National	Revised Cooperatives Policy
National	Third Basis Revenue Allocation	Regional	North Rift Economic Bloc Policy and Bill
National	Establishment of Regional Economic Blocs	Regional	FCDC Bill

Third Basis Formula for Revenue Sharing Proposal: The CRA's principal function is to make recommendations concerning the basis for the equitable sharing of revenue raised by the national government (a) between the national and county governments; and (b) among the county governments. The CRA prepared two previous bases that guided the sharing of revenues among the 47 county governments for past periods. The previous parameters for the distribution formula included population, equal share, poverty, land area, and fiscal effort. A key policy objective for CRA during its current mandate is to develop a new Third Basis for revenue sharing to commence with the Government of Kenya's 2019 FY.

Last reporting period, AHADI provided high level US and Kenyan technical support to the commission to revise the formula. The third basis formula is notable for its evidence based approach, and in particular for its innovative use of four policy objectives for the formula, namely: to enhance service delivery, to promote balanced development, to incentivize counties to raise revenue, and to incentivize prudent use of public resources. The framework allocates 65% of the revenue for enhancing delivery of public services, 31% for promotion of balanced development, and 4% to incentivize revenue collection and fiscal prudence. The new policy objectives strengthen county implementation of devolved services.

The third basis formula was shared publicly in December 2018, following which the CRA requested ongoing support from AHADI for communicating the Third Revenue Sharing Basis with key stakeholders like CAF, CoG and county assembly clerks through SOCATT. This went well, and the general view is that this third basis is a great improvement from the first and second basis formulas.

National Public Participation Policy: Kenya is close to having an approved national policy to regulate public participation. The attorney general reviewed and finalized the draft, which is now awaiting Senate approval. AHADI provided technical assistance to draft and support to convene four regional public participation forums. The policy will clarify expectations and definitions of what constitutes public participation and ensure proper coordination and uniformity in the public participation processes by all government agencies. **AHADI's anti-corruption experts identified this policy as key to promoting transparency and accountability.**

National Cooperatives Policy Finalized: The development of the National Cooperatives Policy resulted from a resolution of the 2018 Annual Legislative Summit directing the completion of all devolved functions that had not yet been operationalized at the county level and submission of a report. The policy has been finalized and is now awaiting approval by the Cabinet. Cooperatives are seen as economic enablers by bringing various groupings of people, e.g. farmers and other small business owners, together for investment purposes. The policy is necessary for the cooperatives to take effect in the counties and to align the cooperatives to devolution.

IGR Framework for Implementation of National Government Programs in the Counties Developed: The MoDA State Department of Devolution was tasked by the President to develop an IGR framework that would inform the delivery of national government programs in the counties and ensure effective and seamless implementation of the Big Four Agenda at the county level. The lack of a clear framework to inform joint planning and programming between the national government and county governments has impeded service delivery of national functions in the counties. Finalization of this policy document, which was supported by AHADI, is a big step toward enhanced service delivery in the counties. The framework awaits publication.

Regulation for IGR Sectoral Forums Developed by MoDA: MoDA has developed a regulation for IGR sectoral forums that outlines roles and responsibilities, standards and norms for these units with the aim of deepening collaboration and consultation between the two levels of government. This will be critical in synergizing efforts to implement programs and avoiding duplication and conflicts over roles between the two levels of government.

National Policy on Regional Economic Blocs: Regional Economic Blocs have started to flourish, raising some concerns about how they should fit into the devolution governance framework. President Kenyatta directed the MoDA State Department of Devolution to develop a policy to establish and guide operations of economic blocs.⁹ AHADI supported an in-depth multi-sectoral review of constitutional provisions and existing policies and statutes to identify any gaps that would hamper the establishment and strong growth of the emerging economic blocs. AHADI collaborated with the State Department of Devolution to develop the policy, supported a meeting with CoG, national government agencies, and national authorities¹⁰ to analyze the policy, legal, and institutional frameworks for county regional economic blocs. A MoDA convened

⁹ <https://www.nation.co.ke/news/Uhuru-endorses-regional-blocs-for-growth/1056-4817288-ew7fzbz/index.html>

¹⁰ KLRC, Controller of Budget, Inter-Governmental Budget and Economic Council, CAF, regional authorities, Ministry of Industry, Trade and Cooperatives, Ministry of East African Community, Kenya Private Sector Alliance, and others.

inter-agency committee¹¹ drafted the policy and subjected it to stakeholder validation. The State Department of Devolution is presenting it to the Cabinet for approval.

Enhanced implementation of the State Department of ASALs Strategic Plan: Within MoDA the State Department of ASALs retains the mandate to coordinate development in Kenya's arid north. AHADI supported the State Department of ASALs to implement its Strategic Plan on ASALs (2018-2022). AHADI provided technical support to develop detailed implementation plans and concept notes on key programs. These were very useful because the National Treasury had indicated that the department can enjoy treasury funds once it had presented a detailed implementation plan for rolling out the Strategic Plan. **Because of AHADI's support, the department has received a KSh 5.8 billion financial boost (FY 2019/20) from the National Treasury. This is notable because the department is a new creation that hitherto relied on development partner support.** This is where AHADI's technical assistance in developing annual implementation plans and resource mobilization strategies have clear outcomes in line with the J2SR. AHADI's support has been crucial in setting the State Department of ASALs on the right path to discharging its statutory mandate.

AHADI's Technical Support Acknowledged at the Second ASALs Conference (2019): The ASAL Conference, which the State Department of ASALs convenes, provides a platform for both state and non-state actors to share milestones, challenges, and opportunities that hold promise for sustainable development in the ASALs. The first ASAL Conference was held in 2018 with support from AHADI and other partners. The State Department of ASALs convened the Second ASAL Conference from September 10 – 12, 2019, covering 40% of the conference costs. Progress against the ten-point resolution made last year was measured at this year's second conference. The principal secretary of the State Department of ASALs confirmed that progress had been made on five¹² (out of ten) resolutions, including implementation of the State Department of ASALs Strategic Plan (2018-2022). AHADI supported the process of coming up with the Strategic Plan in response to Resolution N^o 9 that called for strengthened coordination between state and non-state actors intervening in Kenya's ASALs.

Supporting CoG Committee on Environment and Natural Resource Management to review the Draft National Water Policy and Plans: AHADI supported CoG to incorporate comments from the 47 county governments into the final draft of the Sessional Paper on National Water Policy. The scope of work included, among others, an articulation of CoG's position on the role of Water Works Development Agencies and a review of the Water Sector Transitional Implementation Plan (2019) against the Constitution, 2010 and other enabling statutes. Three outputs were finalized: Final Draft of the Sessional Paper on National Water Policy; Draft National Water Policy Implementation Matrix; and Water Sector Transition Implementation Plan. The

¹¹ CoG, KLRC, National Treasury, Controller of Budgets, CAF, IGRTC, Inter-Governmental Budget and Economic Council, Senate, and the Attorney General's Office

¹² In addition to the development of State Department of ASALs Strategic Plan (2018-2022), the principal secretary indicated that progress was also made on the following resolutions: "implementation of government policies and strategies on livestock development be fast-tracked as well as operationalization of livestock marketing board", "the ongoing peace and security initiatives in ASAL and cross-border regions be intensified", "national and county government to create enabling environment to enhance adaptation and implementation of climate change technologies", and "strengthened coordination between national government, county government, development partners, private sector and public in development initiatives in ASALs"

cabinet secretary responsible for water submitted the Draft Sessional Paper on National Water Policy to Parliament in August 2019 for debate and approval.

CoG Committee on Agriculture Reviews II Policies: AHADI’s agriculture policy advisor embedded at the CoG supported the Agriculture Committee’s capacity to review and provided technical inputs into various national policies, laws, strategies, and plans upon invitation by the Ministry responsible. This is particularly useful in ensuring county priorities inform national processes as well as fostering inter-governmental relations. The national frameworks clarify the roles of both levels of government and, therefore, contribute to improved service delivery in agriculture, livestock and fisheries sub-sectors. The policies reviewed include: Draft National Livestock Policy, Climate Smart Agriculture Strategy, Draft Warehouse Receipt System Regulations, Livestock Bill (2019), Department of Veterinary Services Strategic Plan (2018-2022), Food Safety Master Plan, *Peste des Petits Ruminants* Elimination Strategy, Youth in Agribusiness Strategy, Agriculture Sector Growth and Transformation Strategy, Strategy on the Elimination of Trade-Sensitive Livestock Diseases, Animal Welfare Policy, and National Rangeland Management Strategy. In addition, CoG’s Agricultural Technical Committee launched the Agriculture Sector Transformation Growth Strategy with assistance from AHADI’s agriculture advisor.

Unbundling of Functions Brings Clarity of Roles between the Two Levels of Government: The IGRTC completed a study on the status of the transfer of functions in the agriculture sector. AHADI facilitated consultations between the IGRTC and the Ministry of Agriculture, which then developed guidelines for devolving state corporations in the agriculture sector. IGRTC was also supported to prepare a study on unbundling functions under the Department of Livestock, Fisheries and Irrigation. This has helped to reduce inter-governmental tension in the agriculture sector by clarifying roles between national and county governments.

Kenya Women Senators Association Defends Affirmative Action through Lobbying Efforts regarding Implementation of the Constitution: Women senators worked with an embedded AHADI legal, gender, and legislative expert to review various proposals that threaten to claw back gains made on affirmative action. In partnership with CAF, women legislators discussed attempts to eliminate specially elected women’s positions at the county and national level. The senators developed a lobbying strategy that will enable the women legislators to engage meaningfully and justify the importance of their presence in the House.

Tools, Templates, Guidelines, and Standards that Facilitate Devolution

This year the project assisted counties and national government to produce 89 tools, templates, guidelines, guidelines, and standards facilitating devolution. These included templates that assisted counties to produce statutory documents as well as tools and guidelines meant to strengthen county government capacity and performance. Figures 6 describes the types of tools produced and some key instruments:

Figure 6

County Government Civic Engagement	M&E
Civic Education Materials on Devolution	Tool Linking Indicator Handbook with CIDs and Sustainable Development Goals
County Stakeholder Mapping and Analysis Tool	M&E Framework and Indicator Handbook

County Civic Education Strategy and Public Participation Guidelines	M&E Tools and Templates for Data Collection
Citizen Service Charters	Performance Management Implementation Roadmap
Template to capture citizens' proposals on the CFSP	County Performance Management Tool
Oversight	Public Finance Management
PETS tool	OSR Analysis Tool
Sector Working Group Reporting template	CBEF Training Curriculum
CAF methodology and tools for analysis of oversight actions	OSR Training Curriculum
CAF Performance Management Tool	MTEF Sector Reports
Tools for National Institutions	Annual Progress Report Templates/Reports
Maarifa Center: Policy and Strategy Operational Manual	County Sector Plans
Communications Strategy for Third Basis Revenue Sharing	County Procurement Plans
Framework to Guide IGR Unit	CFSPs
Framework Guide Functional Transfer in Livestock, Crops, Fisheries, and Irrigation Sectors	Human Resources and Performance Management
Audit of Law Report to Guide Harmonization of Legislation	County Human Resource Strategic Plan

CRA’s OSR Training Curriculum: The CRA is developing an OSR 101 curriculum to train all counties on OSR. They are working through a multi-agency team that was established with a clear mandate from CRA with AHADI’s support. The curriculum will be vital in strengthening the capacity of county officials and systems to generate OSR. Counties need their own revenues, especially as delays in the release of their equitable share make national financing unreliable.

Audit of Laws and Policies to Guide Harmonization of Devolution Related Laws: Over the past year and a half, AHADI has been working on a major study with KLRC to audit laws and policies related to seven critical service sectors, including health and agriculture. This audit identified challenges facing the implementation of laws and policies. Its many recommendations aim to guide legislative harmonization and improvements, which if implemented, will improve the overall performance of the sectors and harmonize Kenya’s legal framework to better support devolution. The package of studies was launched at the Second Annual Devolution Conference in March 2019 and published in the third quarter.

Performance Management Tool for CAF being Developed: CAF, with AHDI support, is designing a Performance Management Framework analysis of the roles, functions and responsibilities of CAF staff that will inform objectives and indicators. The purpose of the effort is to cascade what has been done by government and other related organizations in support of public sector staff performance management.

County Assembly Implementation of Oversight Tools: CAF, with AHADI, has developed a two-part tool to assess county assembly oversight. The first instrument is being used to collect data from county assemblies about their capacity for oversight. Information is currently being gathered on ten different oversight processes that county assemblies should be using (for example, oversight on budget related bills, review of budget implementation and performance, review of auditor general reports, sector committee oversight, and investigative oversight). The second oversight tool is being used to gather information from external actors. CSOs rate county assemblies’ performance on nine factors.

Result 1.2.1: Leadership knowledge and skills of national level staff enhanced

Figure 7

Performance Indicator	Cumulative Previous	Target	Quarter Results Oct 2018 – Sept 2019				Annual Results
	FY 2014 – FY 2018	FY2019	Q1	Q2	Q3	Q4	FY 2019
11. Number of National officials trained, mentored, provided TA at the National level (DOI-1.2.1-1)	5670	3200	619	708	465	124	1916
Female	1959	1120	261	255	166	54	736
Male	3711	2080	358	453	299	70	1180
12. Percent of National officials trained who indicate they learned new knowledge or skills during the training (DOI-1.2.1-2)	94%	96%	0%	100%	0%	0%	100%
13. Percent of National officials trained who indicate they are likely to implement what they learned in the training (DOI-1.2.1-3)	95%	95%	-	100%	0%	0%	100%

This year AHADI worked to strengthen inter-governmental institutions by providing training and technical support to advance their sustainability.

Restructuring the MODA State Department of Devolution: To address structural problems that hamper effective implementation of its mandate, MoDA developed a new structure for the State Department of Devolution. The structure, developed in June 2019, is awaiting approval by the State Department of Public Service.

CoG Developing Revenue Mobilization Plan to ensure better Sustainability: AHADI, with technical support from its subcontractor, Urban Institute, is assisting the CoG to develop a robust Revenue Mobilization Plan to secure sustainability. AHADI engaged the CoG leadership, key Secretariat staff, and members, to ensure their investment and commitment to the approaches selected. In May 2019, AHADI worked with CoG Secretariat staff to prepare a Concept Note, which was subsequently endorsed by a resolution adopted by the Executive Committee of the CoG. By the end of May, a Work Plan was developed. AHADI worked with the COG’s revenue mobilization lead and staff of the Secretariat’s Finance Department to review financial reports and strategic plans to gain insight into the CoG’s financial position. AHADI then conducted a rapid review of revenue structures of sub-national government associations. Initial insight suggest that membership dues are the most significant revenue source for such groups—a finding that has implications for CoG’s conception of its strategy, with respect to sustainability. Work on the Revenue Mobilization Plan is ongoing and is expected to be completed in December 2019.

Senate Contributes to Improved Technical Capability of County Assembly Staff: This year, AHADI supported the Senate to convene two classes on the County Legislative Attachment Program. The program included theoretical and practical sessions on legislative affairs. Twenty-two county officials from 14 counties were embedded in various Senate departments, creating sustainable linkages between the Senate and counties for continued learning and support.

Graduates of the program have utilized skills gained to enhance performance and service delivery. For example, Siyanka Richard, Director of the Legislation Committees and Procedural Services in Kajiado County, spearheaded the establishment of a website and use of bulk SMS for ease of sharing information within and outside the Assembly.

CAF Women’s and PWD Caucuses Entrenched in Governing Council: With AHADI’s technical support and borne out of the resolutions from the Fourth Legislative Women’s and PWD’s Pre-Summits, CAF reviewed and amended its Constitution, entrenching the Women’s and PWD caucuses in its governing council. The inclusion of women and PWDs improves representation and inclusivity. AHADI’s support included embedding a Legislative/Legal Advisor to the Executive Committee to work with the chief executive officer. Additionally, AHADI supported CAF to develop its elections protocol and calendar of activities. Thus, a more organized election of Executive Committee members was conducted during the last week of June 2019. Following this, AHADI supported the induction of the new CAF officials to familiarize them with their roles and responsibilities, so that they were able to discharge their duties in a timely manner.

Result 1.2.2 Improved Enabling Environment for agriculture and rural enterprises

Figure 8

Performance Indicator	Cumulative Previous	Target	Quarter Results Oct 2018 – Sept 2019				Annual Results
	FY 2014 - FY 2018	FY2019	Q1	Q2	Q3	Q4	FY 2019
Objective 2: Functionality and effectiveness of the devolved system increased through improved intra-government engagement and cooperation							
14. Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance (S) (i.e. Livestock, ENRM, Nutrition) @ PREG Counties (S)(DO3-3.1.4-1)	23	8	0	4	2	6	12
15. Number of policies, laws, agreements, regulations, or investment agreements (public or private) that promote access to improved water supply and sanitation officially proposed, or adopted as a result of USG assistance (S) (3.1.8.3-1)	36	4	0	2	2	0	4
16. Number of sub-national laws, policies, strategies, plans, agreements, or regulations addressing climate change (mitigation or adaptation) and/or biodiversity conservation officially proposed, or adopted as a result of USG assistance (S) (4.8.2-30)(DO3-3.2.3-1)	14	7	1	0	1	2	4
17. Number of people receiving USG-supported training in NRM and/or biodiversity conservation/Extractives (C)	1387	200	73	0	0	0	73
Female	280	40	28	0	0	0	28
Male	1107	160	45	0	0	0	45

PREG Partners Increase Budgetary Allocations for Water and Livestock Sectors:

AHADI continued to work with national government and six ASAL counties, namely Garissa, Isiolo, Mandera, Marsabit, Turkana, and Wajir, to build community resilience in the face of prolonged droughts caused by climate change. Support was geared toward finalization of policies and bills that had been previously developed. In Isiolo and Marsabit counties, PREG partners recognized the tremendous contributions made by AHADI in facilitating participatory planning, strengthening sector governance relevant to food security and economic growth, and building the capacities of key county staff through mentorship and regular training. AHADI facilitated the development of their sector plans, CIDPs, policies, and legislation on water, livestock, and rangeland management sub-sectors. **As a result, both counties reported enhanced public involvement, informing county priorities and leading to increased budgetary allocations to the water and livestock sectors between FY 2015/16 and 2019/20.**

“My major concern is the safety of livestock products that our people consume. Most herders treat their animals on their own due to the scarcity of veterinary officers and lack of extension services. They use drugs of poor quality and do not observe recommended withdrawal periods, meaning a herder will treat his cow today and sell its milk or slaughter it for sale tomorrow. We also have porous borders with our neighbors from Ethiopia and Somalia, yet they also sell their livestock here. Nobody can ascertain the quality of their livestock products.”

Mandera East Milk Sellers Sacco Member, highlighting the need for legislation in the livestock sector

Governance Strengthening in Sectors that Contribute to Food Security, Economic Growth, and Resilience to Climate Extremes:

AHADI supported final validations of livestock (Garissa, Isiolo, and Mandera) and rangeland management (Isiolo and Marsabit) policies. Respective county governments also sought support from other development partners to complement AHADI’s work.¹³ Through in-county mentoring, AHADI continues to nudge county teams to revitalize their livestock (Turkana and Wajir) and climate change (Garissa) policy development processes. This has been challenging owing to cessation in Office of Economic Growth funding. Thus far, AHADI has supported the finalization of four¹⁴ (out of six) county livestock policies—representing a 67% success rate.

Water Legislation Implemented. Having adopted water legislation, three counties (Garissa, Marsabit, and Turkana) have begun implementation. These counties have created new institutions: the Rural Water Company in Garissa and Isiolo as well as Urban Water Service Provider in Marsabit. In addition, Garissa and Marsabit counties have both reconstituted the management of their water service providers in line with the above laws. During the PREG Learning Event (2019), participants experienced first-hand the piloting of a co-management model involving the Urban Water Service Provider in Marsabit and registered Water Management Committees. As a result, the water utility has recorded a reduction in non-revenue water with a corresponding increase in revenues following the installation of pre-paid water meters. Thus far, AHADI has supported

¹³ Kenya Markets Trust and Pan African Climate Justice Alliance supported public participation on the Isiolo Livestock Policy and Rangeland Management Policy, respectively. In addition, Concern Worldwide supported public participation on Marsabit County Rangeland Management Policy.

¹⁴ Garissa, Isiolo, Mandera, and Marsabit counties

the finalization of water legislation on three¹⁵ (out of five) counties—representing a 60% success rate. We continue to support in-county processes towards the finalization of water legislation in Isiolo and Wajir. Indeed, Kenya Resilient Arid Lands Partnership for Integrated Development (RAPID) and AHADI will provide technical support to Isiolo County Assembly committee members responsible for water at a retreat to review the Water Bill in Meru on November 12, 2019.

Improved Governance of the Extractives Industry: AHADI supported improvements regarding the extractives sector through support to regional economic blocs and grantees. AHADI supported the *Jumuiya ya Kaunti za Pwani* Extractives Sector Working Group. As well, there was a large turnout and effective public participation at the forum held by AHADI’s sub-grantee, SAPCONE, on the extractives sector.

AHADI designed an intervention to build on work from FY 2018 by supporting Turkana to finalize development and approval of an extractives policy, supporting artisanal miners in Taita Taveta County and by undertaking outcome harvesting from a civil society led extractives governance advocacy project to identify and understand outcomes from the AHADI interventions.

Figure 9

Performance Indicator	Cumulative Previous	Target	Quarter Results Oct. 2018 – Sept 2019				Annual Results
	FY 2014 - FY 2018	FY2019	Q1	Q2	Q3	Q4	FY 2019
Objective 2: Functionality and effectiveness of the devolved system increased through improved intra-government engagement and cooperation							
18. Number of education administrators and officials successfully trained with USG support (3.2.1-3)(DO2-2.2.2-3)	21,947	200	0	0	0	0	0 ¹⁶
Female	6926	75	0	0	0	0	0
Male	15,021	125	0	0	0	0	0
19. Number of laws, policies, regulations, or guidelines developed or modified to improve equitable access to or the quality of education services 3.2.1.-12	4	2	0	0	0	1	1

In its FY 2019 Work Plan, AHADI had proposed that education sector support would focus on the Special Needs Education Policy. However, due to the MoE’s national roll-out of the CBC in early 2019, USAID’s Education and Youth Office advised AHADI to shift its focus to curriculum reforms.

Cross-Institutional Collaboration in the Implementation of CBC: AHADI began facilitating stakeholder engagements between county governments and national government, including the MoE, KICD, and CoG. These engagements, the first of their kind, fostered dialogue in addressing the challenges and opportunities of rolling out the CBC, specifically on Early

¹⁵ Garissa, Isiolo, and Marsabit counties

¹⁶ Data for this indicator is being finalized in discussion with USAID EDY staff

Childhood Education and Technical and Vocational Education Training, which are functions devolved to county governments. Ongoing engagements include:

- Consultative meetings between KICD and six¹⁷ county assembly Committees for Education, which have resulted in the development of county-specific Work Plans defining roles and responsibilities in the roll-out of the CBC;
- Consultative meeting between the MoE, KICD, Education Committee of the CoG, and education chief officers of 47 counties, which resulted in the development of a coordination framework between national and county governments on the implementation of CBC.

OBJECTIVE 3: IMPROVED REPRESENTATION OF CITIZEN INTEREST AND OVERSIGHT OVER TARGETED COUNTY GOVERNMENT

Result 1.3.1: Capacity for civic engagement improved

Figure 10

Performance Indicator	Cumulative Previous	Target	Quarter Results Oct. 2018 – Sept 2019				Annual Results
	FY 2014 - FY 2018	FY2019	Q1	Q2	Q3	Q4	FY 2019
Objective 3: Improved representation of citizen interest and oversight over targeted county government							
20. Number of civil society organizations (CSOs) who engage with the government as a result of USG assistance (S)(D01-1.3-1)	656	860	310	227	44	70	651
21. Number of public policies, laws and procedures introduced, adopted, repealed, changed or implemented consistent with citizen input (s) (2.4.1-12)	18	27	9	7	5	17	38
22. Number of individuals receiving voter and civic education through USG assisted programs devolution (D01-1.3.1-1)	15,018	373,000	32,749	77,155	114,608	302,454	526,966

To improve representation of citizen interests and oversight of targeted county governments, AHADI used an approach to foster partnerships between county governments and citizens. This was operationalized through a multi-pronged approach that provided support to:

- Improve the enabling environment for effective public participation;
- Support county governments (executive and assembly) to improve transparency, access to information, and meaningful public participation in the PEM processes; and
- Provide small pilot grants to Kenyan CSOs to strengthen their capacity for engagement.

Bomet, Nyamira, Machakos, Kakamega, Mandera, Nandi (a consultation in Lamu occurred in October)

Efforts regarding the first two bullets are described under Objectives 1 and 2 of this report. This section describes AHADI experiences and outcomes with the grants to civil society.

Strengthening Citizen Engagement through Grants to Civil Society: This year, AHADI designed a grants initiative and implemented 16 pilot grants to CSOs in target counties. The grants supported CSOs to increase their capacity to:

- a) Deliver purpose driven civic education;
- b) Pilot and foster innovative ways to enhance participation; and
- c) Act as facilitators for effective issue-based citizen engagement in PEM processes.

The 16 pilot grants were issued specifically to address purpose driven civic education; social accountability; and strengthening of CSO networks. Once the grantees were selected, AHADI assessed their capacities, and based on the capacity needs identified, the grantees were then taken through a process of skill building and induction into AHADI's reporting protocols¹⁸. The grantees received technical capacity building support through the following channels:

- Focused training sessions in fields such as M&E, outcome harvesting, financial management, and PEM cycle;
- Continuous support through AHADI mentors, who provided guidance in reporting, delivery of the milestones, review of grantee reports, production of materials, and backstopping of actual delivery of the trainings in the counties;
- Demand driven development of each grantee's capacity development plan to document and systematically address capacity gaps during the implementation of the grant;
- Frequent meetings bringing together all grantees to share lessons;
- Joint review meetings held every two weeks to assess progress and address challenges; and
- Provision of tools, such as the PEM toolkit, and procedures.

All of the 14 CSOs and 45 individuals interviewed during AHADI's assessment of its Citizen Engagement Strategy agreed that their capacity on how to engage county governments (both assemblies and executives) and particularly in understanding the PEM processes and cycle had certainly been enhanced. Specific areas where capacity was enhanced include the following:

- Increased understanding and appreciation that the planning and budgeting process has a direct bearing on the CSOs' other programs;
- Clarity on the opportunities that exist for structured engagement with the county assemblies and executives, provided by law in the PEM cycle;
- Review and provision of input at each stage in the PEM cycle. CSOs stated that they feel better equipped to influence responsive development plans and budgets, and understand how to conduct oversight and advocacy through the use of appropriate processes and tools; and
- Confidence to engage county executives and assemblies. Many CSOs indicated that while previously they found the county executive quite bureaucratic and unresponsive, through

"I did not care about the budgeting process previously, but now I am very conversant with the PEM cycle. I have with time realized that the PEM cycle activities have a direct or indirect bearing on all our other programs, and so it is central to our other work as well."

Program Officer for sub-grantee, Ace Africa

¹⁸ These included guidelines, deadlines, program management systems, and processes.

interaction with AHADI, they had learned about legal provisions that gave them grounds through which to engage and tools on how to actually engage.

Training of Trainers Approach: To achieve this broad impact in educating citizens on how to understand and engage in the government budget cycle, most grantees used a training of trainers approach to develop cadres of civic educators, mobilizers, and community resource persons (CORPs) to:

- link the public with CSOs and county governments;
- act as conduit of information and education; and
- train citizens on PEM matters and public participation.

Purpose Driven Civic Education: One of the ways of enabling citizens to participate is to educate them on the responsibilities of government to deliver services to them and their own obligations to participate in this process to ensure that this happens. This FY, AHADI, working with 16 CSOs across target counties, reached 526,966 (male: 232,629, female: 291,348) citizens directly and reached over 8.5 million citizens using information, communications, and technology (ICT) (radio, SMS, WhatsApp).

Figure 11: People Reached through Citizen Engagement and Education	
Activity	No. of People
AHADI grantee direct activities	523,977
AHADI grantees indirect messages/campaigns/radio	8,032,766
Total citizens reached (direct + indirect)	8,556,642

Direct Outreach to Citizens: Civic educators, mobilizers, and CORPs’ outreach efforts utilize existing local administrative and social forums such as barazas, church services, and meetings. Ace Africa trained local trainers from different segments of the population, who are mobile and often interact with citizens, such as bodaboda riders, community health workers, and local CSO leaders, to disseminate information. The sub-grantees’ civic educators, mobilizers, and CORPs have emerged as effective mobilization agents for public participation and an integral part of the communities they worked with. They have become effective local ‘go to’ personalities.

Outreach to Citizens Using Media: Civic educators and mobilizers used various forms of media to discuss advocacy strategies, share information on upcoming PEM events and public forums that require citizen input, and share and forge common views on key PEM documents. FM radio was used in Isiolo, Kakamega, Kiambu, Kisii Machakos, Mandera, Marsabit, Murangá, Nyamira, Siaya, Vihiga, Wajir and elsewhere for public sensitization and civic education. **Civic educators and mobilizers in at least 75% of the 22 counties utilized inclusive social media platforms such as WhatsApp** It is clear that innovative use of technology through radio and WhatsApp has been effectively deployed to reach bigger populations in places where there were limitations to physical presence.

“We were taught a lot of things about the budget. Before, we did not bother with what was happening in the county. Now we know what to expect when they call for public forums. For example, we noticed in the recent budget that they wanted to fence off the dump site in Wajir Town. We did not agree with that because, where it is located, it presents a health hazard. Our children would get sick after playing there, and animals slaughtered there would be found with syringes and polyethylene in the stomach! We rejected this proposal and asked them to relocate it. The trainers mobilized many of us to demonstrate, and we did. We even brought a National Environment Management Authority expert, who agreed with us. So the Governor promised not to fence it and to relocate it within the next six months.”

Citizen trained by a sub-grantee

For example, the AHADI sub-grantee, Youth Alive! Kenya (YAK), used a particularly effective methodology for disseminating civic education messages. Considering that more than 85% of youth in Kenya have access to mobile android phones¹⁹, immediately after training trainers, YAK utilized Facebook, Twitter, SMS, and WhatsApp to share information about PEM, public participation, and social accountability. Conventional media, radio and television, were also used to ensure that others in the population also received the messages. When the County Assembly of Kiambu organized public meetings on the 2019/20 budget estimates in May 2019, a record number of people attended, and a record number of youth attended. The effect resonated even further when an R-FM staff member contacted one of the trainers who had posted messages on social media. The radio station offered

30 minutes free airtime to discuss the county budgeting processes and opportunities for citizen engagement. Based on the calls made by listeners requesting more information on public participation, the radio station offered an additional two hours airtime. YAK’s messages about PEM and public participation reached far beyond just youth and beyond those in Kiambu County.

“While previously we would see construction taking place and not bother, nowadays we stop them and ask what they are doing. We request to see the approved plans, BQs and contract. We also ensure that local people from our wards get the construction jobs rather than people from other areas, which has been the case.”

Resident from Barwasa Ward, Kisii County

Other organizations, such as Ace Africa, used posters in addition to vernacular FM radio stations to disseminate information on PEM and, in so doing, demystified the county planning and budgeting cycle.

Grants have Improved Access to Information and Simplified PEM Documents: Access to information, and particularly PEM documents, has become easier in some counties with innovations by the grantees. Arid Lands Development Focus (ALDEF) utilized local FM radio stations, where county executives and assembly members were panelists, to simplify and disseminate information on county planning and budgeting processes.

¹⁹ Communications Authority of Kenya, January 2016

Through these platforms and innovative approaches used by the civic educators, mobilizers, and CORPs, citizens are becoming sensitized and acquiring a new perspective of their role in county governance. They understand their role and stake in the county planning and budgeting process. These civic education initiatives have facilitated the involvement of citizens in governance, hence increasing their level of knowledge and awareness of government programs, processes, and procedures. Citizens who were previously completely unconcerned about devolution processes and considered public forums as either an opportunity to earn some sitting allowance or a waste of time, have changed their attitude. They know their rights and obligations; understand the planning and budgeting processes; and appreciate that they have a duty to safeguard them. Citizens involved in the grants work now feel more confident when participating in government forums. Grantees and county officials are reporting increased turnout of citizens during public hearings.

CSOs Developed Strategies to Mobilize Citizens around the Government PEM Cycle to More Effectively Participate in Key County Decisions: Previously, sub-grantee CSOs engaged government on an ad hoc-basis, not always submitting input when it was immediately useful. AHADI sub-grantees developed their knowledge, skills and tools for more effectively reviewing and providing input at each stage of the Kenyan budget calendar. Citizens were trained on what documents government should supply for public participation. All CSOs reported greater access to the information and documents on PEM generated from counties. In various counties, citizens actually refused to participate unless documents and information was properly presented.

Sub-grantees’ civic educators assisted residents to identify issues and problems, and then to clarify and present them using petitions, memoranda, and verbal input for government public participation sessions. They assisted citizen groups to review ADPs, CIDPs, CFSPs, budgets, and county implementation of these documents, so that citizens knew what to ask, how and when. As a result, citizens offered positive and informed suggestions on government budgets, projects and improvements to service delivery. One sub-grantee trainer explained that in Kisii,

Story from a resident of Marsabit:

“Upon hearing that the governor would be visiting my area, I mobilized community groups to prepare questions for the governor. The governor was surprised when I requested a question and answer session regarding the budget.” Her request left the governor bewildered and wondering where members of the public were getting such vast knowledge. “The governor couldn’t believe that he had no answers to some of the questions raised by community members,” she said, with a broad smile on her face. She says that Marsabit County residents are no longer shy to ask difficult questions. She added, “This will continue.”

“We recognize SAPCONE as the watchdog of the community. We partner very well with them. In fact, we now have a CSO Reference Group, which provides structured engagement between the CSOs and the County Government. Recently, they launched the Governor’s Roundtable where they meet the governor directly and engage him on county issues that concern them.”

Turkana County Director of Public Participation and Civic Education

“The budget hearing meeting was stopped after citizens demanded completion of old incomplete projects before new ones are proposed. The officials walked out, but a week later the governor called me to his office to find out what was happening. I explained to him about the incomplete projects. The governor appreciated my point and ordered action to be taken, which led to the immediate transfer of the sub-county administrator from Nyaribari Chache.”

Government – CSO relations have improved where CSOs implemented AHADI grants, and officials have stated that citizen inputs are more constructive and useful. They reported improvement in the content of discussion during public hearings, with citizens focused on scrutinizing documents.

Figure 12: A snapshot of changes made to PEM documents as a result includes:

Bomet	Several changes to the Finance Bill allocating funding to health services
Kakamega	Increased CFSP financial allocations for ECD salaries, bursaries and centers
Kisii	Incorporated citizen recommendations in Finance Bill on tax reductions
Mombasa	Finance Bill included 40% reduction in levies for business start-up for PWDs
Nyamira	Finance Bill changed proposed taxes due to a citizen memorandum
Siaya	Changed its Finance Act as a result of organized presentations and advocacy.
Turkana	Finance Bill was changed due to various citizen requests
Turkana	ADP-irrigation scheme included based on citizen demands
Vihiga	Finance Act -reduced taxation in response to citizen memoranda

Perhaps most importantly, the sub-grant pilot initiatives have resulted in specific actions by CSOs, citizens, and government that can be seen through the following examples:

- Improved participation at public forums, increased turn out of women, and responsiveness women’s demands to increase budget allocations for early childhood education were achieved.** In February 2019, the Kakamega County Assembly convened forums to obtain public views on the CFSP 2019/20. GROOTS Kenya, had trained trainers who sensitized, mobilized, and organized women to identify their priorities prior to the forums and draft memoranda. The women gave verbal presentations at the forums and submitted their memoranda. The women’s main priority was to increase the budgetary allocations for ECD and in particular to employ more ECD teachers, which they achieved. The improved participation in the CFSP was a culmination of continuous civic education which had been conducted by GROOTS’ 180 trained trainers, the majority of whom are women.
- Youth demand and receive road rehabilitation:** In September 2019, in response to a petition from Depotivo Youth Group, the member of Kiambu County Assembly for Kahawa Wendani Ward facilitated the rehabilitation of Clean Shell Road, facilitating transport of people and goods.
- Sub-grantee helps establish village level committees and linked them to Departments of Public Participation:** The Wajir based ALDEF trained at least 71 local trainers from both Mandera and Wajir and deployed them to undertake purpose-driven civic education in at least 16 wards, eight in each county. Part of this mobilization included establishment of village level committees. Given that many counties have wards as the lowest level of administration, and that public forums are mostly held at the sub-county level and not lower, the village level committees were an ideal and innovative platform from which to further decentralize public participation in the planning and budgeting cycle for counties. ALDEF then directly linked the village level committees with the respective Departments of Public Participation and Civic Education for a structural and more sustainable anchor. The department in Wajir began actively utilizing the village level committees for their own citizen mobilization activities.

- **Citizens successfully request that school latrines be repaired:** Poverty Eradication Network (PEN) in Machakos provided civic education to CORPs. One of the CORPs, in turn, sensitized a group in Kaluma Ward, including the head teacher of a local school. From there, the head teacher led a delegation to the Constituency Development Fund Office to notify them of the hazardous state of the latrines in the school. When the member of Parliament learned about this, he ensured that funds were included in the budget for renovations. The latrine has been repaired and is currently in use.
- **In response to citizen advocacy Mandera drills boreholes:** The County Government of Mandera has initiated drilling of two boreholes in Lulis Location and Banisa Location in Banisa Ward to curb a water crisis during the drought afflicting the region. These projects were the result of citizen engagement during the 2018/19 ADP where the citizens proposed the need for the boreholes as opposed to the expansion of the Banisa and Lulis water pan proposed by the county government.
- **Maternity wards completed in response to citizen demands:** In Kangari Ward, Kigumo Sub-County, Murang'a County, a maternity ward at Mairi Health Centre that had stalled was completed as a result of a request from *Nyumba Kumi* ("Ten Houses") leaders to their member of the County Assembly. These leaders had undergone civic education training by the Catholic Diocese of Murang'a (CDM), a CSO supported by AHADI to mobilize and educate local communities in Murang'a County on their rights, roles, and responsibilities in the PEM cycle. Another action in Murang'a took place when citizens of Kinyona Ward, Kigumo Sub-County drafted and submitted a petition to the ward administrator on poor service delivery at a local dispensary due to insufficient staff at the facility. A third action in the county took place when citizens of Kinyona Ward, through the support of CDM, formed a delegation to audit a stalled irrigation project by the county government.
- **Traders request streetlight repairs:** In Kjlauri Market, Nyansiongo Ward, Nyamira County traders were sensitized through a series of meetings in August 2019 by a trainer trained by Keeping Alive Societies Hope on how to engage the county government and demand services. As a result, the traders drafted a letter to the area member of the County Assembly seeking his intervention to repair streetlights to improve security.
- **Parents submit a memorandum to complete an ECD Center:** Wekhonye Primary School parents in Kiminini Ward, Kiminini Sub-County, Trans Nzoia County wrote and submitted a memorandum to Kiminini Sub-County Administrator on August 16, 2019 demanding completion of a stalled ECD center at Wekhonye Primary School. This was possible following the civic education conducted for the parents by one of the 75 trainers trained by the Justice and Peace Centre, a CSO supported by AHADI.
- **In Turkana County across 18 target wards the number of citizens actively engaging the County Executive and County Assembly increased.** These citizens developed memoranda outlining their priorities to the county through facilitation of SAPCONE.
- **Local communities objected to projects that did not suit their needs:** Following dissemination of the approved 2018/19 budget in Barwako and Wagberi wards during civic education forums held by ALDEF in Wajir, the local communities reviewed the budget and noted that some of the projects listed for implementation in their wards did not consider the community needs and priorities. They mainly objected to a Ksh 20 million project to build infrastructure for fishing and a Ksh 4 million project for fish feed. Having understood their rights in budget making and implementation, the communities complained to their area

member of the County Assembly, who assured them that those projects would not be implemented.

Improving Partnerships between CSOs and County Executives and Assemblies: In the third quarter, AHADI added a new grant component, Target of Opportunity grants, to support CSO networking, which is just being rolled out. CSOs that implemented this intervention sought to first build a critical mass of like-minded CSOs at county level and to build their capacity to engage the county executive and assemblies and in so doing play their oversight role. Most grantees explicitly attempted to develop partnerships with county governments. Some examples from their efforts include:

In Marsabit, a public expenditure tracking survey (PETS) was done targeting the environment and natural resources, water, agriculture and livestock sectors. The approach was non-confrontational where under the leadership of Green Africa Foundation, trained trainers approached the County Executive and requested the annual reports for the projects that had been implemented. Some of the County Executive staff were looped in on the PETS exercise during actual data collection. One of the trained trainers summarized the experience:

“We adopted a non-confrontational approach where we asked for the County Executive’s reports on what was reported as completed. During the tracking process, we looped in staff from the county also to generate ownership of the process. We used evidence-based monitoring coupled with actual verification of the physical projects on the ground. We also talked to community members who gave views on what had been constructed vis-à-vis what they had asked for during the planning and priority setting period. It helped identify white-elephant-projects.”

Another clear example is from Turkana County, where the County CSO Reference Group has initiated a Governor’s Roundtable, where they meet the governor directly and share their concerns about service delivery with him. A number of county executives reported that they significantly rely on the CSOs for mobilization of citizens for public participation events. Most county assemblies also reported improved relationships and partnership with CSOs.

In Turkana, SAPCONE plays the role of the convener of the Turkana CSO Reference Group, which is a network of county-based CSOs that pool ideas and advocacy efforts to engage the Turkana County Executive. SAPCONE spearheaded analysis of the ADP, the Budget and the CIDP during the first half of 2019. One member of the Turkana CSO Reference Group observed that, “Prior to SAPCONE’s intervention on the PEM cycle, it was hard to access PEM documents from the County Executive. This is no longer the case.’ According to SAPCONE, AHADI’s engagement with the County Executive made it easier for the CSOs to access PEM documents directly from the Executive and hold sessions with them to discuss county planning and budgeting.

Citizens Hold Public Officials Accountable for Services:

AHADIs approach to developing capacity of government focuses on the PEM cycle. It is critical that citizens be familiar with PEM decision making processes and the programs that emerge from these decisions along the cycle, so that citizens can provide oversight to enhance service delivery. To enable this, AHADI assisted CSOs to develop Public Expenditure Tracking Survey (PETS), social audit tools, and Community Score Cards. These have been availed to the AHADI CSO partners and broader CSO networks. In FY 2019, these tools have been widely used for social accountability, with outstanding results.

“The county government received a memorandum from Neboi residents lamenting the inadequacy of staffing of the dispensary. In response, we hired more medical officers.”

– Mr. Ahmed Sheikh Mohamed, Mandera CEC member for Health

“The hospital has greatly improved. The addition of staff has stirred up services. We no longer waste time in queues. The prescriptions and diagnoses are on point.”

-- Resident of Neboi, Mandera County

- **PETs leads to a memorandum on ECD Center:**

With the support of YAK, in April 2019, Nachu Higher Education Student Association used the PETS developed by AHADI to evaluate Nachu Early Childhood Education Centre in Kiambu County. This intervention brought together selected youth, Parent Teacher Association (PTA) members, and the Board of Management (BOM). On May 14, 2019, the group submitted a memorandum to the County Assembly on the need to include resources in the 2018/19 supplementary budget to equip the Early Childhood Education Centre.

- **Citizens demand to examine the bills of quantity for a water project:** After being trained on social accountability, residents of Gachuba Ward in Kisii County requested to see the bill of quantities (BOQ) and county implementation reports for a water project from FY2017/18. Their social audit will clarify whether the funds disbursed so far, Ksh 3,884,570, were spent judiciously.

- **Community Score Card used to verify progress on county projects:** PEN used the Community Score Card in Machakos County and the PETS in Nandi County to gather data on 12 projects in September 2019. A key finding is that, while citizens are not yet confident enough to get involved in the implementation of projects, they are now fully aware of the budget allocations and the start and completion dates posted on notice boards put up at the project sites.

- **Water tanks supplied as a result of a PETS social audit:** In Marsabit County inspired by a PETS that had been administered, citizens and CSOs started working together to follow up with the county government on other projects beyond those tracked in the PETS. For example, citizens identified a project to supply water tanks in Maikona Ward that had been recorded as complete while it was not. The citizens then engaged with the area member of the County Assembly to advocate for a report on the implementation of the project. As a result, not only the water tanks were supplied, but also generators to facilitate access to clean water.

- **Water tanks delivered after scrutiny of budget:** In Marsabit Central Ward, Saint Teresa Primary School received a 5000 liter water tank after the head teacher looked at the approved budget documents and realized that her school was earmarked to receive one. Although she was criticized publicly for confronting the contractor for not delivering the tank, her area member of the County Assembly got in contact with the contractor to demand delivery. The tank was delivered, even though construction of gutters and a base for the tank was not included in the quote.

- **Boreholes resume in three additional Meru Wards:** In Meru County, trainers were trained on the process and tools to conduct social audits. The trainers then identified projects to target for social audits and formed groups comprised of four to five trainers, the ward administrator, and the efficiency and monitoring officer to conduct a social audit of each project in the ward. Within a short period of time, some stalled county projects, including two boreholes in Muringene and Ntunene wards of Tigania West Sub-County, have already resumed operations.
- **Dispensary hours adjusted in response to community score card:** There was increased access to quality health services from Ngeleliaya Dispensary in Ithanga Ward, Gatanga Sub-County, Murang'a County following a community score card report prepared by *Nyumba Kumi* leaders trained by CDM. The CEC of Health and a member of the County Assembly intervened when they received the report, which revealed that the officials had been reporting to work late and were rude to the local community who visited the facility for medical attention. The two officials took action, changing the hours of the dispensary to 8:00 a.m. to 5:00 p.m. from the previous schedule of 10:00 a.m. to 200 p.m.
- **Doctors and lab technicians made available in response to community score card:** In Naaro Dispensary in Kandara Sub-County, Murang'a County, ten trainers were given practical training on using the Community Score Card on health facilities. The result revealed poor health services, with no doctor assigned among the medical staff and no drugs in the facility. The trainers engaged the government, and there was a positive response. A full-time doctor and lab technician are now on call. The county also provided the facility with drugs and asked the trainers to verify their availability. The trainers have now started engaging the citizens, advising them to seek services from the dispensary, while tackling additional problems at the facility, including lack of water supply.

Networking among CSOs for Advocacy to Improve Governance: The majority of AHADI grantees drew on networks and federations amongst CSOs to optimize strength in numbers, accountability, capacity and impact. The grants program has thus supported the growth of civil society networks to engage in advocacy within the counties. This investment is paying off as the examples below illustrate.

- **Health CSOs influence the Bomet CFSP:** The Bomet County Assembly while approving the CFSP for FY2019/20 incorporated the views of the public by allocating Ksh 85 million to a preventive program under the Health Department. This program had received no allocation from the County Executive in the proposed CFSP that was tabled in the Assembly. I Choose Life, which is a CSO that operates in Bomet County, analyzed the proposed CFSP and sensitized citizens and health CSOs on the need to submit a memorandum to the County Assembly Budget and Appropriations Committee during public participation in February 2019. The submission influenced the committee and the Assembly to allocate the funds for these services.
- **Network of Youth CSOs was formed and influenced county government to abolish a hazardous dump in their community.** YAK formed the Kiambu CSO Youth Network mainly comprising of youth centered organizations. AHADI is also helping the network to develop an operational plan. The network members are actively involved in the implementation of the YAK social accountability initiatives.

- **The Machakos CSO Network now has a five-year strategic plan in place.** The membership of the network has also increased due to the engagement of the CORPs. The network is now in the process of fundraising and has one viable project in the pipeline.
- **Civil Society Network gets county to post public documents, and government asks them for a partnership:** PEN contributed to increased participation and improved quality of presentations by the public in Nandi County. The Civil Society Network, with a membership of 80, petitioned the county to publicize budget documents on its website and to hold all public participation forums at the ward and sub-county levels. As a result, the county uploaded some key budget documents, including the CIDP, ADP, and CFSP 2019/20, on its website. Further, the governor and county secretary approached the Civil Society Network, mainly through the CORPs trained by PEN throughout all the wards, to form a partnership for community civic education and accountability. Starting in February 2019, the county announced public participation events on the proposed county budget estimates through a local radio station, churches, and local dailies. The CORPs sensitized and mobilized the public on the budget estimates, which improved participation at these sessions. The partnership between the county government and Civil Society Network proved fruitful again after the scheduled forum for public participation on the CFSP in Tinderet Sub-County was poorly attended. Instead, county officials joined a meeting that was organized by the network to engage the public on the CFSP.
- **County Executive invites CSOs to present advocacy proposals:** In Tharaka-Nithi County, six CSO representatives trained by Act Change Transform were invited by the County Executive to participate in reviewing and consolidating the county annual PBB for FY 2019/20. The workshop gave the CSO representatives an opportunity to interact with key county duty bearers. As a result of the advocacy training, CSOs prepared a draft proposal on community cafes to build support among local CSO groups; community radio and talking walls to disseminate advocacy messaging; and one on one meetings with policy making and implementing institutions, such as sector working groups, CBEFs, and the County Assembly.

AHADI conducted an assessment of its Citizen Engagement Strategy. A summary of the assessment and its conclusions are included below in the next section, **Research and Learning**.

RESEARCH AND LEARNING

AHADI employs the collaborating, learning and adapting (CLA) approach to program implementation and utilizes knowledge sharing to ensure that government counterparts, other implementing partners, donors, and other can make use of the materials developed and lessons learned. AHADI promotes learning by collaborating with stakeholders to develop innovative governance tools such as the CCA, a diagnostic that objectively measures county capacity in critical functional areas, and to support forums and other knowledge sharing mechanisms, such as devolution study groups.

Research, Learning, and Knowledge Management in Partnership with Government Counterparts

Maarifa Centre Grows to Become a Knowledge Hub on Devolution: In FY 2019, AHADI continued to support the CoG's Maarifa Centre to become a knowledge hub and a one stop shop

for best practices on matters related to devolution. AHADI has embedded technical expertise to manage the center and liaise with other stakeholders in the devolution space. In line with CoG's mandate to share information on performance of counties as well as the CoG's Strategic Plan (2017-2022), a number of results/outcomes were observed over the reporting period, inclusive of the following:

- a. **Enhanced technical capacity of the COG:** AHADI embedded a consultant at CoG, who plays a supervisory/coordinating role and supports the development of tools/ templates for meetings and forums.
- b. **Strengthened online knowledge repository on Kenyan devolution sphere:** Several resources and knowledge products have been availed on the online Maarifa Centre portal, relevant to devolution and governance, including **communiques** on various conferences (Inaugural Children's Devolution Conference and the various Annual Devolution Conferences), **Sessional Papers** on the National Climate Change Framework Policy; documentation on **Grievance Redress Mechanisms** in various counties (Kiambu, Nandi, Wajir); **statutory reports; assorted guidelines;** as well as **publications** (economic blueprints, performance management frameworks), to mention but a few.
- c. **Improved knowledge sharing of experiences and lessons learned among government officials in both national and county governments:** Platforms/seminars have been convened revolving around core issues, inclusive of sharing opportunities for collaboration in open governance; climate financing (involved in training CEC members in charge of environment, forestry and climate change); geographic information system (GIS) strategy for the health sector; social accountability models and practices (with social accountability studies conducted in four counties – Bomet, Kitui, Kirinyaga and Nandi); USAID Health Informatics, Governance and Data Analytics project's emerging lessons and experiences; application of GIS in planning (in Elgeyo, Marakwet, Nakuru, and West Pokot counties); and the Imarisha Lake Naivasha initiative (coordinating stakeholder activities within the Lake Naivasha Basin).
- d. **Improved collaboration on knowledge development:** World Bank and Maarifa are collaborating on the National Agriculture Rural Inclusive Growth Project. The joint program promotes learning and experience-sharing, including (i) the development of best practices by use of case studies emerging from program implementation and (ii) documentation of cases, good practices, and models in the diverse agriculture sector value chains.

State and Non-State Actors Share Knowledge for Sustainable Development in

ASALs: The State Department of ASALs has the mandate to coordinate development in Kenya's ASAL region. The department played a leading role in convening the Second ASAL Conference, a platform for both state actors and NSAs to share milestones, challenges, and opportunities that hold promise for sustainable development in the ASALs. The inaugural ASAL Conference was held in Kilifi County in 2018 with support from AHADI and other partners. The State Department of ASALS covered 40% of the costs for this Second ASAL Conference, held from September 10-12, 2019. During the Second ASAL Conference, the principal secretary reported that progress had been made on five out of the ten resolutions made at the first conference, including implementation of the State Department of ASALs Strategic Plan (2018-2022).

Counties Share Experiences with Performance Management through CoG's Devolution Study Group: The CoG held a Devolution Study Group in November 2018 to explore the counties' varied experiences regarding performance management. It was facilitated by an international expert on M&E and performance management for local government and by the CoG. Participants included government representatives from the CoG and county governments. Participants learned that progress varies widely across the country. The adoption of performance contracts is uneven, and those counties that are further ahead are still struggling to cascade targets downward and manage the performance of departments. In some counties, the Governor's Delivery Unit (sometimes called the Efficiency Unit) and the Economic Planning Department are fighting over roles, functions and responsibilities, bringing M&E to a standstill. Participants also discussed how the County Performance Contracting Guidelines and the updated County Integrated Monitoring and Evaluation System Guidelines and IT platform can be operationalized and linked with each other.

Monthly PREG Learning Meetings: AHADI's representation at the monthly PREG partners meeting remains strategic and consistent. During the period under review, partners deliberated on planning for the 2019 PREG Learning Event; updates and joint action on the prevailing drought; participation by PREG partners in the Ending Drought Emergencies pillar meetings; preparations for the Second ASAL Conference; a review of PREG Targeting Criteria; and other topics. Through PREG joint planning and 'speed dating', AHADI has successfully worked in partnership with other PREG partners (Kenya RAPID, Accelerated Value Chain Development, and Livestock Market Systems (LMS)) providing policy, legislative, and transition planning support to ASAL counties.

The 2019 Learning Event took place from August 19 – 23, 2109 in Isiolo, Marsabit and Samburu counties. The five-day event brought together 120 participants from USAID PREG implementing partners, representatives from county and national government, community, private sector, CSOs, as well as USAID representatives from Kenya, South Sudan, and Washington, DC. Isiolo and Marsabit counties had learning sites with AHADI's contribution. Themed "The Journey to Self-Reliance through Resilience Building and Economic Growth" the learning event provided the opportunity to explore counties' capacity to plan, finance, and implement their development priorities and how PREG facilitates or (hinders) the realization of the intended outcomes. In both counties, the departments of Economic Planning presented outcomes of AHADI's support in the PEM cycle, performance management, and sector governance strengthening, especially in water, livestock, and rangeland management sectors.

In these presentations, both Isiolo and Marsabit counties that AHADI's support facilitated the enhancement of public involvement in informing county priorities, leading to increased budgetary allocations to water and livestock sectors between FY 2015/16 and 2019/20. The impact on county residents is equally impressive. For instance, Isiolo County recorded reduced malnutrition levels during the same period while an overwhelming majority (79.76%) of heads of households travelled less than 15 minutes to reach their main water source. The two counties have created new institutions such as the Rural Water Company in Isiolo and Urban Water Service Provider in Marsabit, while the installation of pre-paid water meters has led to increased revenues owing to the implementation of recently adopted water legislation. Participants also learned that AHADI has successfully worked in partnership with other PREG partners (especially Kenya RAPID)

towards the finalization and implementation of water policies/laws not only in Isiolo and Marsabit, but also Garissa, Turkana, and Wajir. Lessons Learned appear in **Chapter IV** herein.

AHADI Program Initiatives for Research, Learning and Knowledge Management

AHADI’s Citizen Engagement Strategy Assessment Highlights Successful Approaches and Remaining Challenges: AHADI’s Citizen Engagement Strategy was approved in November 2017, and implementation began in January 2018. The strategy introduced a paradigm shift in the relationship between CSOs and government, emphasizing partnerships between them as opposed to traditional demand and supply engagements, which were often abrasive in nature. After eighteen months of implementation, AHADI engaged a team of experts to conduct an assessment. The study aimed to acquire qualitative data to frame the prevailing narrative about civic engagement in the counties that AHADI supports and to produce lessons, challenges, and suggestions for improving the strategy.

Data collection tools were developed prior and subsequently applied uniformly. The sampling framework was the twenty-two counties that AHADI supports. Additionally, relevant national entities were consulted. Data was essentially qualitative in nature and collected through a desk review of relevant literature and key informant interviews conducted in the 22 counties and with national entities. Data was collected from a total of 297 respondents, with 10 from the national level and 287 from counties, (211 men, 86 women). Figures 12 and 13 provide a breakdown of the different target groups interviewed in the review.

Figure 12

Respondents			
County		National	Grand Total
Total respondents	287	10	297
Total female	80	6	86
Total male	207	4	211

Figure 13

Stakeholder Group	Total	Men	Women
County assemblies	51	43	8
County executives	60	42	18
Sub-grantees	45	32	13
Trained trainers	59	37	22
Beneficiaries	72	53	19
	287	211	86

The data was initially coded and analyzed county-wise, institutionally (supply and demand agents) and then thematically in order to gain an understanding of the enabling environment, partnerships, PEM entry points, gender and inclusion, and programmatic roll out. The analysis was subjected to the criteria of relevance, effectiveness and efficiency.

Evidence from the assessment has revealed that despite the shortness and experimental nature of AHADI's approach thus far, change is in the offing. The relevance and effectiveness of the approach was confirmed by reports of growing public awareness and interest (attitudinal change) in PEM and related activities. This was facilitated through civic education and mobilization that also produced improved attendance at public forums and a higher quality of public submissions. The assessment revealed that AHADI's partnership approach is valued for its promotion of collaboration between government and civil society, that the budget cycle is a useful entry point for citizen engagement, and that participation on the grassroots level (ward and village) is appreciated. The findings further showed that grantees' use of local facilitators – especially trained trainers - and efforts to network have been effective and could be sustainable.

The review also highlighted a challenge remaining to citizen engagement in Kenya, which will need to be addressed in order to further improve the quality of citizen engagement. These include inadequate interpretation of the Constitution and laws on public participation; weak adherence to the county laws on participation; and legal gaps and lack of clarity about the required thresholds for public participation, which makes it difficult to evaluate whether the quality of engagements is up to standard. Both county executives and assemblies indicated that inadequate resources limited their ability to comply with the multiple mandates for public participation and citizen engagement. The already limited funding for public participation is often among the first line item cut when supplementary budgets are passed. There is low political goodwill from the county leadership for public participation. Many participants felt that county officials perceive well informed citizens who are strongly engaged in government to be against their interests, and that citizen engagement makes their jobs more difficult. This has led to “check the box” or token efforts to conduct citizen participation. While direct participants in AHADI grantee activities felt empowered and engaged, there has also been growing apathy among the citizens in a number of counties mainly due to non-implementation of their priorities and lack of feedback from the institutions. The full report with findings, conclusions and recommendations is being finalized and will be available soon.

Pause and Reflect Learning Session: In July 2019 mid-way through the Civic Engagement Strategy Assessment, a Pause and Reflect session was convened, which was attended by representatives from the donors (USAID and the United Kingdom's Department for International Development (DFID)), government officials from the national and county levels, CSOs - both AHADI sub-grantees and non-grantees, selected community representatives from AHADI target counties, and AHADI staff.

The session began with the review team presenting emerging impressions from the consultations with diverse stakeholders in the counties and at the national level. The first impressions of the review team from the initial fieldwork and interviews indicate that AHADI's role and strategy are adequately addressing some of the key challenges to effective public participation. However, while several actors reported the strategy and the partnerships it engendered to be a “game changer,” many stakeholders described the progress made to date in the overall sphere of public participation as a “drop in the ocean.”

The presentation was followed with a question and answer plenary session, then group work for participants to present their own experiences, challenges, and proposals regarding how to achieve effective citizen engagement in Kenya. Participants were asked to discuss the topic, focusing on

the role of the stakeholder group they were assigned to²⁰, discussing either (1) national level institutions, (2) county executive, (3) county assembly, (4) development partners, or (5) county-based and national CSOs. To guide the discussions, groups were prompted to analyze multiple dimensions of public participation and asked to answer the following questions:

1. What has worked to facilitate effective citizen voice?
2. What are the barriers to effective and inclusive citizen voice?
3. What recommendations for enhancing citizen voice and effective engagement emerged?

The Pause and Reflect served as an initial validation of key aspects of the Citizen Engagement Strategy outlined above (partnerships, using PEM as an entry point, networking, conducting social accountability exercises, and working at ward and village level). The day after the Pause and Reflect session, AHADI met with grantees to share tools and experiences and ensure a common approach to the key elements identified above. The Pause and Reflect was held just as AHADI was designing a new and final round of grants, so lessons were available for adapting grants designs. Having confirmed positive aspects of grants programming, those will continue. As a result of the Pause and Reflect, AHADI adapted its programming to accommodate calls for more strengthening of CSOs' capacity and increasing support for networking. (See section below on **Adaptation of AHADI Programming**).

AHADI Contributes to World Bank Study on Impact of Devolution on Service Delivery for More Effective Policy and Donor Interventions: During this reporting period, the World Bank, in partnership with AHADI, initiated a study on the impact of devolution on service delivery, for which a number of counties were sampled. AHADI is contributing to the study in the area of fiscal decentralization by analyzing the flow of funds from the national level government to counties, and the subsequent allocations to the sectors. The World Bank further convened a stakeholders' forum with officials from both national and county governments. The forum was focused on what has worked well, what has not worked well, and why the participants hold such views. Further, it was also meant to tease out the experiences of the different institutions with tackling service delivery constraints, including identifying how they mitigated these and what opportunities exist to rectify them. The insight received during the forum will help complement other data collected so as to inform policy.

Knowledge Management Products Created during the Life of Project for Sustainability: As a critical element of this final phase of the project, AHADI is taking measures to optimize the wealth of knowledge and information generated during the project life. This is a two-fold process that entails:

- Out of the many reports, tools, curricula, and guidelines produced, selecting those that should be made available to practitioners and the wider public; and
- Synthesizing and analyzing the key lessons learned during implementation and distilling them into a series of knowledge products.

²⁰ To ensure the presence of multiple points of views, participants were assigned to a stakeholder group regardless of their institutional affiliation (e.g., CSO and county representatives would participate in the group discussing the role and perspective of national institutions).

To this purpose, AHADI set up an internal mechanism to review quality and content of deliverables, especially manuals, guidelines, tool kits, and reports that enable others to learn and apply AHADI approaches. AHADI is seeking authorization from development partners and relevant institutions on what can be made available to the public and determining the most appropriate hosts for final handover of content. The intention is to make as many knowledge products available in the public domain, where they can be accessed by national and county government, CSOs, researchers, and trainers as possible.

Simultaneously, the team conceptualized and initiated a series of case studies and internal reviews to distill and present to practitioners and sector stakeholders the project's key outcomes and lessons learned. Notable examples of such knowledge products include: (a) the review of AHADI's Citizen Engagement Strategy; (b) the review of AHADI's approach to capacity development; (c) tracking the impact of policy and planning work on implementation and service delivery; (d) mainstreaming climate change; and (e) implementing a gender strategy. The knowledge products will take various forms but will aim at providing key information and messages in a direct, effective, and easily accessible form.

Two case studies are being developed through support from AHADI's subcontractor, Urban Institute:

Case Study 1: Citizen Engagement, Citizen Participation and Accountability: This case study compares how Siaya and Vihiga counties organize public participation around the Public Finance Bill in real time. The objective is to examine how differences in the organization of citizen engagement activities influence: (1) who participates (women, minorities, socio-economic groupings, etc.) in these forums; (2) how sustained such participation is; and (3) the impact of differences in participation on measures of outcomes. Over the first quarter of this year, AHADI developed a survey instrument, which was administered from January to February 2019. In March, the data was cleaned. A draft of the case study was written and as of the end of the reporting period was being revised.

Case-Study 2: Does Type of Engagement Matter for Better Citizen Engagement and Accountability? This case-study, undertaken with Africa's Voices Foundation, uses a quasi-experimental methodology to examine how the context within which different issues are presented and opportunities for voice are created can determine how citizens choose to engage. This study uses a unique methodology that uses digital forums such as interactive radio shows for dynamic and inclusive discussions through open-ended questions. African Voices Foundation, in collaboration with AHADI, considered the radio landscape in the country and decided to locate the case study in Siaya County. From June to July 2019, African Voices Foundation designed and implemented four interactive radio dialogue shows on Siaya County's performance on the 2018/19 ADP. These were broadcast on two popular Luo language radio stations, Ramogi FM and Radio Nam Lolwe. They covered: overall finance and planning performance; water; health; governance; and public participation. The shows were designed to foster plural, inclusive and rich encounters between citizens and authorities, mediated by radio presenters trained and guided on the theory of change. All the Nam Lolwe shows and one of the Ramogi shows had the relevant CEC members as studio guests. The county closely collaborated, with the support of the governor. County ministers responded to curated citizen voices collected via free SMS during the week leading up. In total, the shows heard from approximately 2400 citizens who sent close

to 5000 SMS. These messages, together with demographic data collected, are now being analyzed to present insights to the county on citizen perspectives, priorities, and concerns.

In addition to the radio shows, approximately 15 interviews with radio personnel, participants, and county officials have been completed so far. There has been a high degree of willingness to participate in interviews and discuss experiences, both on the side of the county government and citizen participants. The report is expected to be completed by the end of November.

Outcome Harvesting Approach Enables AHADI to Identify Replicate Successes: AHADI held a workshop to train mentors and staff on outcome harvesting. Participants were trained on how to enhance their reporting to capture the outcomes of their support. This M&E methodology was then piloted in four counties, namely Isiolo, Meru, Murang'a, and Vihiga. AHADI then scaled up outcome harvesting across all AHADI counties, including through sub-grantees' Work Plans. A standardized outcome harvesting register was developed. Further, a workshop was held by AHADI in partnership with National Council of Churches in Kenya targeting climate change champions drawn from ASAL counties, namely Isiolo, Marsabit, and Turkana. More can be found about AHADI's use of the outcome harvesting methodology in **Section V. Performance Monitoring** below.

Quarterly Reflection Meetings: AHADI program; monitoring, evaluation, reporting, and learning; grant; and finance staff held quarterly review meetings to discuss implementation progress, challenges, and mechanisms for re-designing program initiatives in response to challenges. This informed follow-on reflection meetings held each quarter with mentors and county leadership to discuss the lesson learned, gaps, and challenges, and to share ideas that have shaped the delivery of AHADI support to national institutions, counties, and sub-grantees. These quarterly meetings enable planning for upcoming periods.

CCA 3 Enabled both AHADI and County Governments to Target Areas for Improvement: The scores on the CCA3 conducted last year suggest that, on average, there was a marginal improvement in county capacity between CCA1 and CCA3. The average CCA1 score was 65%. The average CCA2 score improved to 72%, but there was a decline in CCA3 scores to 69%, almost back to the level of the CCA1 scores. This drop was largely attributed to a tumultuous election year, significant turn over in elected officials and staff they nominate, and the long time that county governments needed to set up departments and staffing.

By March 2019, AHADI finalized the CCA3 reports. From April – May, AHADI carried out validation of the CCA3 findings, which was a very successful and useful process, and which was supported by subcontractor Urban Institute. While 21 counties were in agreement with the scores, Meru County had an adverse opinion of their CCA3 findings report and requested a second validation meeting to give them an opportunity to collect evidence. Meru's original CCA3 score of 52% was changed to 72% based on evidence presented at the second validation meeting. This experience was a lesson learned on the CCA process. It was recommended that future validations of the assessment findings should be done by the research team that conducted the assessment, and all the county officials interviewed for the assessment should be present. The validation should be done before the reports are written, meaning the day after data collection concludes.

The CCA4 was conducted this year on the same performance areas as previously, namely:

- Public Participation
- Human Resources Management and Administrative Procedures
- Financial expenditure
- Procurement Systems
- County Planning and Budgeting
- Inter-County Relations; and
- M&E.

Both CoG and MoDA took part in implementing the assessment.

Generally, all counties performed better on CCA4 compared to the three previous CCAs. CCA4 showed an average of 13% improvement. M&E was the most improved performance area with a 30% increase in the scores. The area of procurement had the highest scores out of the performance areas assessed. The Inter-County Relations performance area has consistently had the lowest scores in the all the CCAs. The senior researchers are currently compiling the detailed report, which will give a deeper appreciation of the CCA4 findings. Across the 22 AHADI counties, There was 100% ownership of the findings for the CCA4 scores as the data collected was validated immediately after the data was collected, based on the lessons learned from validation of CCA3.

Improved Systems for Collecting and Reporting High Quality Data: AHADI carried out an internal data quality assessment in April 2019 of its data collection and control systems, procedures, and processes, including those of most of its sub-grantees. Through the assessment, AHADI and its sub-grantees learned the strengths and the weaknesses of the indicator data and took measures to strengthen the systems, producing higher quality data. USAID followed with a formal data quality assessment in May 2019.

Innovative Tools for Participant Feedback: At each event, m-AHADI, a mobile application platform, is used to register participants as well as to solicit feedback via m-Survey. This allows for accurately and quickly quantifying and disaggregating the number of participants in real time, but it also provides an opportunity for participants to share feedback on each event. The CoG has begun using m-AHADI as well at the Annual Devolution Conference. Due to ethical considerations, AHADI asks participants for their consent to be contacted in the future for the m-Survey.

AHADI Leadership Takes Stock: As the year concluded, AHADI's leadership and experts collaborated to take stock of the major gains made during the year, which were captured in its Performance Plan and Report. AHADI reviewed the indicator targets against the actual achievements and analyzed the reasons for any deviations in order to identify the unanticipated factors and to plan for the upcoming year.

Adaptation of AHADI Programming

Adapting involves making iterative adjustments based on lessons learned during program implementation.

J2SR Inspired a Shift in Approaches to Capacity Development: AHADI amended its approach to capacity strengthening of counties to fit with J2SR, focusing specifically on strengthening capacity of counties in the areas of accountability and anti-corruption initiatives. AHADI supported counties to develop audit reports so as to enhance accountability of funds. AHADI also negotiated with and convinced counties to hold their mentoring engagements in county at their respective offices to eliminate the costs of conferencing. This was important in creating a mentality where capacity development can be done in a cost effective manner that is critical for the sustainability of such interventions in the future.

Anti-Corruption Study and National Conference Promote Accountability: In early 2019, USAID commissioned a study to ascertain how governance programming could contribute to improved accountability and promote anti-corruption measures. The results of this study revealed that not enough was being done to fight corruption and that government commitment to accountability was diminishing. The study established that support to the Ethics and Anti-Corruption Commission might bring more lasting results. Further, the study recommended measures toward improved access to information and capacity development for government officials at national and county levels to better understand their responsibilities and which incremental measures they could take to advance anti-corruption. Inspired by the results of this study, and in response to USAID's J2SR strategy, AHADI adjusted its governance programming, re-directing resources to increase focus on county executive and assemblies' efforts to address accountability and recommendations of auditor general reports.

AHADI also increased its funding for sub-grants to CSOs working on accountability. AHADI helped sub-grantees to design projects that promote civic education, citizen oversight, and social accountability. Using social accountability forums, citizens are being sensitized on their oversight rights and roles and are engaged in following up on government implementation of development projects contained in annual plans and budgets, use of funds, and actual service delivery. The CSOs are advocating through petitions and memoranda for specific improvements in services, and county governments are responding with actions to correct these service delivery problems.

Review of the Citizen Engagement Strategy Leads to Program Improvements: The Pause and Reflect Sessions on AHADI's Citizen Engagement Strategy, described above, served as an initial validation of key aspects of the Citizen Engagement Strategy, namely, that the focus on partnerships was valued by the range of actors as was the use of the PEM cycle as entry points for engagement. In addition, the review confirmed that most sub-grantees are working at the village and ward level through their network of trained trainers, effectively "decentralizing" citizen engagement. These aspects of grants programming will continue.

With only six months left to implement AHADI, the project is not positioned to actively adapt to all the recommendations made at the session and through the review. However, many recommendations have already been adopted in the most recent round of four sub-grants:

- Using citizen engagement technical consultants to mentor the sub-grantees to build capacity of citizens on county PEM cycle and organizational development;

- Holding joint sessions with grantees for capacity development and peer learning;
- Designing and printing standard PEM related materials for civic education; and
- Supporting sub-grantees to develop information systems to document activities, outputs, and outcomes.

AHADI staff conducted routine field visits to 20 sub-grantees in 22 counties to provide technical support. Capacity building plans were developed based on the findings of these visits and are being implemented.

In recognition of the need to strengthen CSO networks, AHADI has opened a newly designed mechanism and funding stream, Target of Opportunity grants. These are short-term, small grants of less than USD 30,000 with a streamlined application process, which specifically aim to support emerging CSO and citizen networks to conduct advocacy and holding their county governments to greater account around PEM.

The remaining observations and recommendations from the Pause and Reflect Sessions that cannot be implemented in the remaining timeframe of AHADI will be verified and triangulated as the Citizen Engagement Strategy Assessment team finalizes data analysis from all 22 counties. The final report will provide learning about the strategy and recommendations for national and county governments, CSOs, and development partners.

III. AHADI PROGRESS (QUANTITATIVE IMPACT)

Performance Indicator	Cumulative Previous	Target	Quarter Results Oct. 2018 – Sept 2019				Annual Results
	FY 2014 - FY 2018	FY2019	Q1	Q2	Q3	Q4	FY 2019
Objective I: Targeted county governments effectively functioning in targeted counties							
1. Number of target county governments that have improved on the county government capacity index	9	22	-			21	21
Score on CCI	0.73	0.88	N/A			0.86	0.86
3. Number of county officials, trained, mentored, provided TA at the County level as a result of USG assistance	25,556	17,000	3,574	6,237	5,120	3075	18,006
Female	7,250	4,760	1,022	1,976	1,848	888	5,734
Male	18,306	12,240	2,552	4,261	3,272	2,187	12,272
4. Percent of county officials trained who indicate they learned new knowledge or skills during the training	86%	94%	94%	93%	93%	87%	92%
5. Percent of county officials trained who indicate they are	90%	92%	96%	94%	94%	87%	93%

likely to implement what they learned in the training							
7. Number of mechanisms created or supported to facilitate coordination between counties on an on-going basis as a result of USG assistance	60	60	6	13	7	5	31
8. Number of inter-governmental mechanisms created or supported by the USG to bring together national and county governments	79	60	7	13	9	12	41
9. Number of policies that support devolution that have progressed towards approval and implementation as a result of USG assistance	65	29	13	3	6	8	30
10. Number of tools / templates/ guidelines and standards provided by target institutions as a result of USG assistance in order to facilitate devolution at the local level	166	80	10	41	8	30	89
11. Number of National officials trained, mentored, provided TA at the National level	5670	3200	619	708	465	124	1916
Female	1959	1120	261	255	166	54	736
Male	3711	2080	358	453	299	70	1180
12. Percent of National officials trained who indicate they learned new knowledge or skills during the training	94%	96%	0%	100%	0%	0%	100%
13. Percent of National officials trained who indicate they are likely to implement what they learned in the training	95%	95%	-	100%	0%	0%	100%
14. Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance	23	8	0	4	2	6	12
15. Number of policies, laws, agreements, regulations, or investment agreements (public or private) that promote access to improved water supply and sanitation officially proposed, or adopted as a result of USG assistance	36	4	0	2	2	0	4
16. Number of sub-national laws, policies, strategies, plans, agreements, or regulations addressing climate change (mitigation or adaptation) and/or biodiversity conservation officially	14	7	1	0	1	2	4

proposed, or adopted as a result of USG assistance							
17. Number of people receiving USG-supported training in NRM and/or biodiversity conversation/Extractives	1387	200	73	0	0	0	73
Female	280	40	28	0	0	0	28
Male	1107	160	45	0	0	0	45
18. Number of education administrators and officials successfully trained with USG support	21947	200	0	0	0	0	0
Female	6926	75	0	0	0	0	0
Male	15,021	125	0	0	0	0	0
19. Number of laws, policies, regulations, or guidelines developed or modified to improve equitable access to or the quality of education services	4	2	0	0	0	1	1
20. Number of civil society organizations (CSOs) who engage with the government as a result of USG assistance	656	860	310	227	44	70	651
21. Number of public policies, laws and procedures introduced, adopted, repealed, changed or implemented consistent with citizen input	18	27	9	7	5	17	38
22. Number of individuals receiving voter and civic education through USG assisted programs devolution	15,018	373,000	32,749	77,155	114,608	302,454	526,966

IV. CONSTRAINTS, OPPORTUNITIES, AND LESSONS LEARNED

CONSTRAINTS

- **Delays in fiscal transfers of funds to counties** remain an impediment to effective implementation of devolution as predictable transfers are the bedrock of fiscal decentralization. While the law provides that National Treasury disburse money to counties not later than the fifteenth day from the beginning of each quarter, this is not happening, ostensibly due to serious revenue shortfalls and cash flow issues at the national level. The delays have hindered implementation of county plans and budgets and, therefore, have had a negative impact on achievement of county and AHADI objectives.

- **Balancing economic growth and keeping taxes in check is a major challenge for counties.** Some counties have set very large revenue targets without evidence based revenue forecasting, as well as adequate, feasible, and realistic mechanisms for meeting them. Therefore targets are not met and the only option at their disposal is to increase taxes to balance the budget. This is done without consultation with residents and businesses or considering the impact of such decisions.
- **There are indications that self-interest** of some actors responsible for county oversight compromise the transparency, quality, and effectiveness of oversight. For example, there are indications that external audit reports done at the county level may have been manipulated. The outcomes of false reports are resolutions that do not deter but instead encourage those engaging in corruption to continue with impunity.
- **Inadequate communication** and feedback mechanisms between assemblies and executives adversely affect performance of county governments. County executives and assemblies are mutually dependent, and they need to a) work collaboratively to some degree; and b) develop clear mechanisms for information exchange.
- **Institutionalization of performance management practices within assemblies is still a major challenge.** Without these there are few incentives for assemblies to meet targets and enhance their contribution to service delivery.
- **Local institutions not embracing responsibility for long-term training of public sector.** In spite of several successful collaborations, the partnership with KSG to roll out the various curricula that AHADI has developed over the years been has been insufficient. AHADI had hoped that KSG would become a major and sustainable capacity development and resource institution for training on devolution related topics. Similarly, the Center for Parliamentary Studies and Training (CPST) has not yet fulfilled its promise of becoming a dynamic facilitator of knowledge and capacity for county assemblies.
- **Citizens still find access to county information, including PEM documents, scarce.** In most cases, documents that were bulky and contained technical language were shared with citizens during the actual engagement forums, but in some cases they were not completely provided. This also greatly affected public oversight through social accountability. Some AHADI sub-grantees were not able to access the necessary documents completely, while others did so only with support from AHADI.
- Counties may have embraced AHADI's pivot, meant to instill a spirit of self-reliance while at the same time improving transparency and accountability. However the strategy also withdrew conference support to the devolved units, and this led to a considerable **decline in activities**. AHADI has offered other technical assistance (without conferencing). Many counties preferred to either forego assistance altogether or to seek assistance from other development partners, the majority of which do pay allowances and conferencing. **Where activities did occur without AHADI's support for conferencing, there was resistance to signing AHADI lists of participants. The decline in activities or supporting data for activities (lists of participants supported in ways other than through funding of conferences) may have ramifications on some AHADI M&E indicators.**
- NSAs selected for the Target of Opportunity sub-grants have proven experience in human rights, advocacy, interest-group mobilization, and education at the grassroots level, but **they do not yet have a full understanding of devolved county governance and PEM processes** at the level of detail required to facilitate effective public engagement. This

corroborates AHADI's assessment (and that of several other studies), that there has been insufficient civic education on devolution in general, and on county governance processes and how citizens can engage in them in particular. This has required significant AHADI capacity development with grantees, but also demonstrates the value of AHADI's interventions to enhance NSAs' understanding of devolution and PEM alongside other skills for becoming more capable interlocutors for meaningful citizen engagement.

- While citizens participating in sub-grantee activities have stated they have better comprehension and feel more empowered to engage, **public participation outcomes have been negatively affected by public expectations of compensation (per diems)**, especially when they see donor branded sign-in sheets at events organized by local CSOs.
- **Most citizens lacked or had inadequate knowledge and engagement skills** to participate meaningfully in the PEM and governance processes. While citizens who interacted with AHADI grantees improved and feel more knowledgeable and empowered, the AHADI grants program was not large or long enough to benefit a majority of citizens in AHADI counties.
- **Weaknesses have emerged in the sub-grantees' effective use of management tools and procedures**, such as M&E frameworks, data collection systems, writing of terms of reference to engage consultants, and compliance with project requirements (such as obtaining prior approval of training materials before implementing training). AHADI has had to deploy additional resources to support the process. The sub-grantees have required substantial technical assistance, and managing the grants has been much more management-intensive than was anticipated. AHADI organized a training session for all grantees covering both technical implementation and grants management. Each grantee has a designated AHADI Program Officer, a Grants Officer, and an M&E Officer to provide continuous support and make regular site visits. The Program Team has extended the citizen engagement mentors to support the sub-grantees in developing their training material and tools. The reporting from the sub-grantees is gradually improving, and there is better compliance with procedures as they improve.

OPPORTUNITIES

- There is need for **better and more widespread understanding of the constitutional principles on public participation, accountability and public oversight** for improved service delivery. Six and a half years into county government experiences with implementing devolution, certain constitutional provisions may require more in-depth thought and analysis to understand their full import, and sustained civic education will help.
- The Citizen Engagement Strategy Assessment revealed that by and large county officials are not fully aware of the full interpretation of the **Constitution 2010, Fourth Schedule, Distribution of Functions between the National Government and the County Governments, Part 2 County Governments, Function 14** lays out: **“Ensuring and coordinating the participation of communities and locations in governance at the local level and assisting communities and locations to develop the administrative capacity for the effective exercise of the functions and powers and participation in governance at the local level.”** Function 14 and the County Government Act require the function to be carried out at geographical localities, i.e., the village and ward level. Better

targeting by county government of citizen participation at the village or ward level could address concerns over inadequate gender and social inclusion. In addition, a structure at the lowest level will alleviate the prevalent 'culture of handouts' under the guise of transport refunds for attending public participation forums, as the participation processes would be undertaken within their geographical areas.

- After six and a half years, it might be timely to ensure that county capacity development cascades better to **sub-county and ward officials** to enable them to meaningfully deliver on their roles. AHADI noted that following the training of the sub-county and ward administrators, they indicated they now are fully aware of what their roles entail (especially with regard to conducting public participation) and were better equipped to gather feedback from citizens to the executive and vice versa.
- **Constant audit queries** of county government accounts have drawn attention to weak financial, accounting, and procurement management systems. Very few counties receive unqualified auditor general reports. Counties may be more receptive to future technical support to strengthen internal audit and financial control systems, which will help them avoid undesirable audit ratings.
- Counties have largely focused on the five- year CIDP and one-year ADP. As procedures for these are being institutionalized, **a longer perspective on planning** would support county government efforts to deliver services. Assemblies need to task the executives with preparation of mandated ten-year sectoral, spatial, and urban areas and city plans that will inform the medium-term and annual plans.
- **Collaboration with other implementing partners can ensure sustainable results for work streams where funding is exhausted.** When Feed the Future and Water, Sanitation, and Hygiene funding ran out, AHADI was faced with high demand from county governments to complete work that had been started. AHADI continued to collaborate with USAID partners implementing programs in northern Kenya, sharing experiences on policy and legislative development support. AHADI attended the monthly PREG meetings, updating other USAID programs on progress and gaps in the development and implementation of these policies it helped to formulate. Through PREG joint planning, AHADI has successfully worked in partnership with other PREG partners, including Kenya RAPID, Accelerated Value Chain Development, and LMS, providing policy, legislative, and transition planning support to ASAL counties. Direct collaborative implementation continued with Kenya RAPID in support of improved governance of the water sector. Thus the development of policy and legislative proposals to improve the livestock, water, and rangeland management sectors in target ASAL counties was carried forward. As a result, most policies and laws that were in the works have been approved or are in the final stage. The USAID teams in county enable amazing resource mobilization and cost share.
- As counties put into place systems for performance management, AHADI found some **duplication of efforts, overlaps, and ambiguity of roles and mandates related to performance management** across county political offices, such as Efficiency Monitoring Units, Service Delivery Units, and chiefs of staff as well as between executive offices such as Departments of Public Administration and County Secretary's Offices. This has complicated the assignment of county performance management targets. As counties grapple with performance management and reporting, they are seeing the need to clarify and rationalize the M&E mandates. It would be timely for governors to issue a circular on organization of governments (ministries and departments), such as the circular prepared by National

Government, to clearly outline the mandates of the departments, which would eliminate duplication of roles and responsibilities and mitigate departmental conflicts.

- To address issues such as county staff motivation and professionalism AHADI is increasingly engaging the **Senate staff through the County Legislators' Attachment Program to be role models in professionalism**. AHADI is also working with SOCATT to review the findings and recommendations of the 2017 Learning Needs Assessment and compare those against current capacity development interventions and observed capacity in order to better address existing gaps.
- **Time and funding constraints regarding the CCA presented an opportunity to improve the methodology**. The vetting of AHADI CCA3 results (done county by county six months after the data collection) was drawn out and costly. When one county took exception to the results, AHADI identified the need to have **entry and exit meetings to better organize the research in situ, and to verify the data immediately after collection**. The time and funding constraints were used as an opportunity to adapt the CCA4 methodology. This new practice has helped ensure that the research teams and county officials are on the same page and any matters arising can be addressed in situ. The exit meeting was used as a forum to verify and validate the data collected, make corrections, gain more consensus on findings, and provide immediate feedback to respondents. It also saved funds that would have been necessary to conduct the vetting exercise at a later date.

LESSONS LEARNED

- AHADI has invested in effective capacity development methodologies, such as adult learning principles through in-county mentoring to better align to USAID's J2SR. Mentoring, coaching and on the job skills building in counties, supported by user friendly tools and manuals, has been lauded by counties as an effective and refreshing approach. **The tools and approaches are increasingly being institutionalized by county governments. However, this approach to capacity development has not been institutionalized by a government training institute**. The 'business model' of using consultants for face to face training events away from the workplace has been part of a culture which has been difficult to change to more flexible distance and adult learning approaches.
- **Leveraging regional blocs can expedite the achievement of AHADI objectives**. AHADI leveraged its support to the Frontier Counties Development Council (FCDC²¹) to press for the adoption of critical policies and legislation by member counties. AHADI and Kenya RAPID sought the intervention of FCDC to revive the process of formulating Isiolo County Water Bill, culminating in a validation meeting that resolved contentious issues earlier raised by the Water Committee of the County Assembly. The bill has since been committed to the Assembly for debate and approval.
- **Using the government budget cycle/calendar as an entry point for engagement should be continued**. This approach has increased CSO capacity to provide constructive evidence-based inputs which are useful to government. It has assisted CSO grantees to transform their work, aligning it better to the opportunities provided under the Constitution for effective citizen participation. The approach has also resulted in responsive changes in government policy, budget making and local service delivery.

²¹ FCDC counties: Garissa, Isiolo, Lamu, Mandera, Marsabit, Samburu, Tana River, Turkana, Wajir, and West Pokot.

- **The AHADI “partnerships” approach between county government and CSOs is valued and should be encouraged and continued.** While some CSOs had used this approach before, it was new to most of them. Many had previously been using more confrontational approaches, which often resulted in abrasive relationships with the government. Both the CSOs and county governments stated that partnerships and collaboration in county governance is important and refreshing. The CSOs indicated that partnership enhances their access to government documents for their programs on civic education and social accountability.
- Part of AHADI support of citizen engagement involved a large roll out of training for **sub-county and ward officials**. Moving below the county level will enhance devolution’s mandate to effectively service citizens and respond to their needs. While PEM decisions are taken by county executives and assemblies, lower level officials can better aggregate citizen needs, inputs, and information on service delivery. With AHADI training they were better equipped to gather feedback from citizens and transmit it to the executive and vice versa.
- **Empowering and mobilizing citizens through the NSAs** has proved an exceptional means of enhancing public participation in key PEM processes and helping to ensure the public is well prepared and ready to participate. NSAs have reached over 8.5 million people (500,00 through direct activities and 8 million through means such as SMS and social media). The NSAs are training local trainers and CORPs, who in turn have spread civic engagement messaging. Beyond civic education, they have formed networks to actively assist citizens to identify needs, articulate these in timely evidence based demands, and submit these at the right time when government can use citizen information.
- **Much remains to be done.** County government (both executives and assemblies) have improved both their openness and capacity to engage with citizens, but **meaningful consultations and inclusion of the citizens in the county PEM cycle and governance processes has not been fully achieved.** The tendency to conduct public participation simply to fulfil the legal provision persists. More civic education, timely and simplified information, and ongoing development partner support for CSOs is needed to expand meaningful public participation.
- County assemblies have taken significant steps in performing their **oversight** role. Committees are spending more time reviewing proposals from the county executive and providing feedback through committee reports. An emerging lesson is that **county assemblies should further and more formally empower the delegated legislation and implementation committees** to undertake monitoring and to report to the assemblies when they find that the executive has not developed the required regulations for implementation of county laws, plans, and budgets.

V. PERFORMANCE MONITORING

M&E

AHADI recognizes that effective project implementation requires a strong M&E system that generates evidence to demonstrate the impact of AHADI’s interventions. This in turn requires adequate technical capacity and a well-resourced M&E team that works closely with the program team. To track progress in project implementation during the reporting period, AHADI

continued to use its online Project Implementation Matrix, which provides an overview of weekly planned activities. Besides the online tools, AHADI uses paper-based lists of participants and post-evaluation questionnaires to capture details of participants' feedback.

AHADI TARGET AND INDICATOR REVISIONS

In February 2019, in keeping with a contract modification and no-cost extension, AHADI revised its FY 2019 targets and developed targets through the end of the project (June 2020). The revised targets reflect AHADI's focus in the final 18 months of the contract. Finally, in consultation with the contracting officer's representative (COR), AHADI is dropping the following two indicators:

- Indicator 2: Average percent (%) of tenders awarded to women and youth owned businesses at the county level (DOI-1.1.2)
- Indicator 6: Score, in percent, of combined key areas of organization capacity amongst USG direct and indirect local implementing partners (S)

In FY 2020, AHADI will not report against the following indicators because there is no further programming planned or funded in the education sector:

- Indicator 23: Number of PTAs or similar governance structures strengthened (3.2.1-18) (S)
- Indicator 24: Number of education non-officials, including BOM Members and PA Members, who are successfully trained using USG Assistance (custom indicator introduced in FY 2017)
- Indicator 25: Percent of education officials and non-officials trained who indicate they learned new knowledge or skills during the training (custom indicator introduced in FY 2017)
- Indicator 26: Percent of education officials and non-officials trained who indicate they are likely to implement what they learned in the training (custom indicator introduced in FY 2017)

OUTCOME HARVESTING

Outcome harvesting is a unique methodology for identifying outcomes of a project and mapping the actors and factors that could have contributed to the outcomes. AHADI engaged an international consultant who worked with AHADI staff to design training and conduct two workshops to train staff, mentors, regional county officers, county liaison officers, and sub-grantees in November 2018 and January 2019. A pilot was conducted in Isiolo, Meru, and Vihiga counties. The pilot was useful for practical training on identifying verifiable observed behaviour changes as a result of AHADI contributions. Outcome harvesting exercises are now being held to understand the impacts of the grants. AHADI is striving to ensure the outcome harvesting approach is integrated into programming and is a continuous process. Hence, all staff and mentors in the counties are required to include outcome statements in their regular reporting to AHADI.

Outcome harvesting is a very appropriate approach to document changes as a result of the support to devolution both at the county and national level. Although no overall lessons on program implementation can be drawn yet, the harvested outcomes have provoked interesting questions and discussions, leading to plans for further investigation.

SUB-GRANTEE CAPACITY BUILDING PLAN

AHADI carried out capacity assessments of sub-grantees. Based on the findings of the assessments, a sub-grantee capacity development plan was developed. A very important

component of the plan is the Monitoring, Evaluation, Research, Learning and Adapting Capacity Building Plan, which is based on the organizations' identified weaknesses in data collection, capture, entry, and analysis.

DATA QUALITY ASSESSMENT

AHADI carried out an internal data quality assessment of most sub-grantees' data collection and control systems, procedures, and processes. Through the assessment, sub-grantees learned the strengths and the weaknesses of the indicator data they are reporting. AHADI provided them with recommendations to strengthen their systems and indicator data.

CITIZEN ENGAGEMENT STRATEGY

AHADI started to review its Citizen Engagement Strategy to help sharpen interventions moving forward and improve on areas where there are gaps. The process involves citizens, IGR institutions such as MoDA, the Commission on Administrative Justice, CoG, Attorney General's Office, county governments - both executive and assembly, and CSOs.

CCA4

CCA4 was conducted to measure the capacity of counties to undertake devolved functions (service delivery) in a wide range of performance areas. Previous CCAs have been done: CCA1 was done in 2016; CCA2 was done in 2017; CCA3 was done in 2018; and the data for the current CCA4 was collected from August through September 2019 across the 22 AHADI counties. CCA4 measured performance in the following areas:

- Public Participation;
- Human Resources Management and Administrative Procedures;
- Financial Expenditure;
- Procurement Systems;
- County Planning and Budgeting;
- Inter-County Relations; and
- M&E.

VI. PROGRESS ON CLIMATE CHANGE AND GENDER STRATEGY

PROGRESS ON MAINSTREAMING CLIMATE CHANGE INTO GOVERNANCE

AHADI's employs a multi-pronged approach to its climate change mainstreaming work.

Developing Climate Change Mainstreaming Tools

During the period under review, AHADI revised the "Mainstreaming Climate Change in the Public Expenditure Management Cycle", a guide to revitalize the work of climate change mentors in the target counties. The mentors play a critical role in guiding county technical staff on how to mainstream climate change across key county policies, plans, budgets, and programs. Using this

Tool, counties now develop climate-sensitive frameworks, such as the ten-year sector plan, five-year CIDPs, ADPs, or even programs that reinforce climate change adaptation.

Supporting County Governments to Mainstream Climate Change in the PEM Cycle

AHADI paired climate change and planning mentors to support counties to mainstream climate change adaptation and disaster risk reduction during county planning (development of CIDPs and ADPs). The mentors continue to assist counties in these areas throughout the whole PEM cycle (budgeting, expenditure, and review). This capacity building has assisted county governments to appreciate and integrate climate change adaptation, disaster risk reduction, conflict mitigation, and environmental conservation in their planning and subsequent budgeting. For example:

- AHADI supported Garissa and Wajir counties to develop climate-sensitive sector plans for select departments. In Garissa County focus was on the road and energy sectors, while in Wajir County, the target sectors included health, governance, environment, agriculture and livestock, education, and revenue. The sector plans will contribute significantly to the realization of the county developmental objectives and prioritization of programs that reinforce climate change adaptation.
- AHADI mentors supported climate change mainstreaming in the Isiolo County Tourism and Wildlife Policy, which is still in draft form.
- AHADI mentors supported Meru County to review the ADP for FY 2019/20 while ensuring the subsequent ADP for FY 2020/21 is pragmatic and aligned to the departmental priorities. AHADI mentors supported the county director of environment to mainstream climate change throughout the process. The county officers involved in development of the ADP for FY 2019/20 not only gained new skills but also now train new staff on climate change mainstreaming.

Mainstreaming Climate Change in Sector Governance Frameworks

As explained in **Section II. Key Achievements, Objective 2, Indicator 1.2, Policies**, above, AHADI supports ASAL counties to mainstream climate change adaptation in their water, livestock, and rangeland management policies. These policies also acknowledge the need to involve women and youth in climate change adaptation because they are often disproportionately affected by climate extremes.

Climate Change Governance: ASAL counties are increasingly adopting climate change policies and legislation—a process that is crucial for the allocation of resources to climate-sensitive sectors. Isiolo County Assembly passed the Isiolo County Climate Change Act (2018) with substantial progress made regarding the finalization of attendant Rules and Regulations. Under this act, the county will allocate Ksh 37 million (2% of the county’s development fund) for climate change projects toward achievement of Kenya’s Vision 2030 and United Nations Sustainable Development Goals. Having published the Climate Change Fund Act in June 2018, Garissa County is equally working on attendant Rules and Regulations to operationalize the Fund. It will be remembered that AHADI initiated the process of coming up with Garissa County Climate Change Policy. Wajir is already utilizing the Climate Change Fund while Marsabit recently

approved their Climate Change Policy (September 2019) with ongoing plans to establish a Climate Change Fund.

Design and Implementation of Climate Change Adaptation Projects through Sub-Grants:

In March 2019, AHADI conducted outcome harvesting to identify the longer-term impacts of work carried out in 2016-2017 in three counties (Isiolo, Marsabit, and Turkana). AHADI issued a grant to the National Council of Churches of Kenya to train vulnerable communities to expand their livelihood sources beyond livestock herding and, therefore, adapt to a changing climate. By training climate change ambassadors, National Council of Churches of Kenya galvanized communities and local government to take climate change mitigation actions, which are improving women's livelihoods. For instance, Kamotile and Adakar Peace women's groups now derive income from weaving a range of products (hats, mats, trays, and baskets) made from doum palm that thrives along Turkwell River and its tributaries. Previously, they only wove mats, which were not popular in distant markets and fetched lower prices. The groups remain proactive in seeking partnerships for sustainability. Because of climate champions' efforts, the County Government of Turkana had supported Kamotile to construct a structure at Kang'akipur for the storage and display of finished products in March 2017. The county also gave out two greenhouses to Adakar Peace in 2017 for growing vegetables in Kainuk.

"I found the NCK training quite useful. It jolted us into action. It made us realize the potential within us, to use local resources within our reach to adapt to a changing climate. Previously, we had ears but could not hear. We had eyes but we could not see. We had noses but could not smell. We had mouths but we could not speak"

– Kamotile Member

PROGRESS ON GENDER STRATEGY

Approach

Gender equality is not only a basic human right, but its achievement has enormous socio-economic ramifications. To enhance gender sensitivity in county governance, enhance the capability of officials to give gender specific consideration to planning, budgeting, implementation and reporting, and build capability of women leaders to implement devolution, AHADI developed and implemented a gender strategy. This strategy lays out approaches to gender mainstreaming and provides guidelines for tools that counties could use to enhance gender sensitivity. In implementing the gender strategy, AHADI included gender lenses in the design of a mentoring approach to capacity development by including gender experts in the pool of mentors. The mentors have worked throughout 2019 with the county executives and county assemblies to build the capabilities of technical officers, both men and women, in delivering PEM support and in enabling women members of county assemblies to perform their roles with increased effectiveness. AHADI's data collection tools include a variable enabling the capturing of information on the sex of respondents.

AHADI's commitment goes against the political grain, as this FY, Parliament tried to claw back on gains made in gender equity; the Gender Bill failed to pass in the National Assembly in November 2018. Despite intense lobbying by supporters of the bill, only 212 members were present, falling short of the necessary two-thirds (232 of 349) quorum required to pass the

legislation. Parliamentarians opposed to the bill got their way by simply not showing up to vote, resulting in a great set-back to the realization of this constitutional imperative.

Gender Champions in the County Executive

AHADI identified and trained gender champions among the staff of county executives, who have agreed to be focal points, ensuring that gender remains a focus within their sector departments. A key component of the mentorship approach entails providing guidance on gender responsive planning and budgeting in Mandera, Murang'a, Nandi, and Nyamira, among others. These mentorship initiatives led to a better understanding of the importance of gender mainstreaming in planning. As a result of such interventions, the sectoral gender champions in the above stated counties contributed meaningfully to the incorporation of gender variables throughout the PEM cycle. As a result, county ADPs and budgets increasingly are more gender responsive, factoring in the needs of men and women. Because they are trained on ways of enhancing inclusion, there is confidence that mainstreaming efforts will continue in these counties.

Women Legislators' Caucuses

Women represent approximately half of the total population and at least 30% of county assembly members. Working with CAF Women's Caucus, AHADI developed the technical capability of women members of county assemblies in target counties. During the year, AHADI trained 118 women legislators from 9 counties²² on law making, budget making, and how to play their oversight role.

During the reporting period, AHADI supported 12 women members of county assemblies to develop, implement and review individual legislative action plans that enable them to identify legislative proposals and pursue these through petitions, motions and bills. In Garissa, Mandera, and Wajir, women-sponsored bills and motions are increasingly being tabled. Women leaders were also trained through participatory demonstration and simulation in specific skills relating to their legislative roles in the county assemblies (Kakamega, Machakos, Nyamira, and Siaya), including procedures in formulating bills, issuing statements, and general gender-based mobilization. In Garissa County, Fatuma Khalif, a nominated member from a minority party, was supported by AHADI to develop and follow through her legislative work plan. Using the lobbying skills gained and following her action plan, she was elected as chair of the Budget, Appropriation and Implementation Committee in June 2019. Her election is a big achievement for a legislator from a county where women are largely marginalized. In Bomet County, Hon. Catherine Chemutai mobilized resources toward the filling of ditches along Reberwet-Wima Road in Siongiroi Ward, which was a hindrance to transportation, especially for the sick and women (traders) going to the market. This will greatly improve the women's health and wellbeing. In Nyamira County, women legislators successfully lobbied women's groups to form the Rotating Savings and Credit Association, which is informally known as table banking. One of members, Hon. Caroline Mogere, moved a motion to discourage planting of eucalyptus trees along the riverbed as an environmental conservation measure. Another member, Hon. Irene Sese, initiated a bill to facilitate access to revolving funds for youth, women, and PWDs. In Tharaka Nithi County

²² Bomet, Garissa, Mandera, Meru, Nairobi, Nyamira, Tharaka Nithi, Turkana, and Wajir counties

Hon. Margaret Gitari introduced and successfully lobbied the Tharaka Nithi Climate Change Fund Bill, which was approved by the Assembly. She is now spearheading the development by the executive of regulations to spur implementation. The implementation of the bill will see more resources directed towards climate change intervention. Hon. Margaret Njeri moved a motion on establishment of a comprehensive care unit in Tharaka Nithi Health Facilities to cater to victims of gender based violence. This was adopted by the Assembly and is awaiting implementation.

Hon. Umul Ker Kassim from Mandera County used her lobbying and partnership skills to convene the FCDC Women Legislators' Forum, a first within the economic bloc. The forum provided a platform for women to share experiences on their milestones, challenges, and remedies. As a result of this meeting, members resolved to establish a caucus that will champion their interests as a bloc, mainstream gender in their workings, promote democratic processes, prevent instability, and sustain socio-economic development in the region. AHADI convened follow-up capacity development training for women members of county assemblies from FCDC counties, with specific focus on entrepreneurship. AHADI also helped them prepare a three-year Work Plan for the caucus. To provide a more binding arrangement the Executive Committee noted that the establishment of the caucus should be captured in the proposed FCDC Bill. The caucus, through the chair, will lobby the FCDC director general to include the caucus in the organogram of the organization. The women made a recommendation to remedy the lack of inclusivity in the council membership, which was accepted. As a result, FCDC agreed to include a woman county assembly speaker, the majority and minority leaders from the ten member counties, and the chair of the women caucus into the council. Their intervention opened doors for women on the council. Two women out of the 14 council members is below the constitutional threshold but is a good starting point.

Women legislators in the FCDC counties are now coherent and clear on the needs and role of women members of county assemblies. In Turkana County, women legislators have begun exploring mechanisms of translating the Assembly Standing Orders, Rules of Debate section into Swahili language. In this Assembly, a large number of the members cannot express themselves in English, and this has blocked many women from contributing to debates.

AHADI has enabled CAF and the target county assemblies and county executives where gender champions are in place to take forward this work in a sustainable manner. A number of tools are now available for county executives and county assemblies to refer to in their efforts toward gender mainstreaming, for example the gender mainstreaming tailored check list; the gender audit survey questionnaire for management and technical staff; steps for integrating gender into county development; project cycle analysis tool; tools for assessing gender integration; and legislators' action plan, which lists the steps that must be taken to achieve a certain goal and which clarifies the resources needed to reach each goal.

Bomet County Women Association

Bomet County Women Association brings together all Bomet women leaders from the Executive and the Assembly. AHADI provided technical support this year to the Bomet County Women Association to implement their strategic plan, developed last year with AHADI's support.

Building Women's Voices in Citizen Engagement

In implementing the Citizen Engagement Strategy, and inspired by the program's gender strategy, AHADI was sensitive to gender mainstreaming. Care was taken to identify CSOs that are working with men and women and recruit some women led organizations, such as GROOTS and Ecumenical Centre for Justice and Peace, to drive a women's issues agenda. In addition, gender was a consideration in all sub-grantee programming and in the section of local FM stations²³ for civic education and community mobilization to attend public participation forums. Out of the 1,241 community trainers and facilitators who are implementing AHADI's citizen engagement work in the counties, 39% are women.

The director of sub-grantee, Ecumenical Centre for Peace and Justice, noted, "Women are our direct target. At least 50% of the participants should be women inasmuch as we also encourage women to take leadership positions in their respective communities." SAPCONE ensured a 50/50 balance among their trained trainers implementing the project in the 30 wards of Turkana County. SAPCONE guided the trainers to keep encouraging both men and women to attend public participation forums. However, much emphasis has been laid on reaching out to women since they have traditionally been left out of most of these forums. In Meru, 14 women's groups/community based organizations are members of Meru CSO Network, which has 60 organizations as members. In addition, the Meru CSO Network leadership has three women out of the five members. In public expenditure review meetings in Tharaka Nithi 209 women were among the 397 participants engaging the county government in county planning processes.

In Bomet, AHADI sub-grantee, I Choose Life, mapped and recruited women led organizations into the Bomet CSO Network after noting that most organizations in Bomet County are led by men. Other strategies I Choose Life has employed for gender mainstreaming include inclusion of both men and women in civic education, social accountability, and strengthening of CSO networks. In recognition of active women as leaders and agents of change, Bomet CSO Network is led by a woman.

A resident of Chemundu Village, Nandi County lives next to the Kabutie Dispensary building, which was partly complete and had not been in use since 2007. She was trained in February 2019 by PEN. With the knowledge she gained, she realized that she could advocate for the finalization and operationalization of the facility. The local youth often told her that the facility would never be completed and should be converted into a restaurant. She was not convinced. She started by sensitizing members of the Women's League that provision of health services, including completion of the facility, is a county government function. She also sensitized them on their rights to access medical services. The women in return explained to her their frustration that the dispensary was not serving them. Yet substantial public funds had been spent on construction. On April 12, 2019, while on her way to Nandi County Civil Society Network office, she met the

²³ Timing of the radio talk shows has been deliberate (mostly in the evenings) to air during the time most women are at home for domestic chores.

chair of the Nandi County Assembly Management Committee and asked him for an opportunity to discuss a burning issue. She expressed the concern of the local community about the derelict dispensary and the community's observation that public funds had been spent on it while the locals were forced to travel long distances to access health services at Kapsabet Referral Hospital. She suggested to him that the structure should be converted to an ECD center or a church if it could not serve the purpose and told him that she planned to seek audience with the governor on this matter. The Management Committee chair was convinced, and he convened a meeting of the Management Committee on April 13, 2019. On April 19, 2019, the deputy governor, CEC for Health, and director of health visited the facility and opened it officially, assigning two nurses, one cleaner, and a security guard, who are still working at the facility. Drugs and medical equipment have been availed, and the dispensary is now working. This resident is satisfied. The dispensary is a beehive of activity, which gives her and the community joy.

VII. PROGRESS ON ENVIRONMENTAL MITIGATION AND MONITORING

The activities implemented by AHADI with government institutions at both the national and county levels constitute technical assistance and have no direct adverse environmental impacts. These are, therefore, categorically excluded under 22 CFR 216.2.

VIII. PROGRESS ON LINKS TO OTHER USAID PROGRAMS

PREG

AHADI continued providing technical support to the development of policy and legislative proposals to improve the livestock, water and rangeland management sectors in target ASAL counties. As a result, major strides were made. For example, Garissa County published the Water Act in the *Kenya Gazette* on January 31, 2019. The county gazetted new board members of Garissa Water and Sewerage Company and Rural Water Company in accordance with the act on February 7, 2019. Turkana County published the Water Act in the *Kenya Gazette* in July 2019. In Marsabit, the Water Bill was signed into law by the governor in December 2018, published in the *Kenya Gazette*, and officially launched on May 9, 2019. The formulation of Marsabit County Water Sector Policy is complete.

AHADI continued to collaborate with USAID partners implementing programs in northern Kenya, sharing experiences on policy and legislative development support. AHADI attended the monthly PREG meetings, updating other USAID programs on progress and gaps in the development and implementation of these policies it helped to formulate. Through PREG joint planning, AHADI has successfully worked in partnership with other PREG partners, including **Kenya RAPID**, **Accelerated Value Chain Development**, and **LMS**, providing policy, legislative, and transition planning support to ASAL counties.

Direct collaborative implementation continued with Kenya RAPID in support of improved governance of the water sector, producing good results as the USAID teams in county enable amazing resource mobilization and cost share. AHADI and Kenya RAPID sought the FCDC's intervention in February 2019 to revive the hitherto-stalled process of formulating Isiolo County

Water Bill. The result was a validation meeting that resolved contentious issues raised earlier by the County Assembly. The bill has since been committed to the Assembly for debate with public participation scheduled. In October 2018, AHADI participated in the planning and launch of the USAID/LMS program and Lodwar Livestock Market, and jointly set up an exhibition stand with USAID/Kenya RAPID to showcase complementary activities and achievements in Turkana.

AHADI participated in two PREG learning missions this year. The first mission to Kaitese, Kanamkemer, and Kapua was held in October 2018. This event was attended by the US ambassador to Kenya, the USAID deputy mission director, the cabinet secretary for devolution and ASAL, and the principal secretary of the State Department of Water and Irrigation, among other guests. The second PREG learning event was held in August 2019 in Isiolo, Marsabit, and Samburu counties. Themed 'The Journey to Self-Reliance through Resilience Building and Economic Growth', the learning event explored the capacity of county governments to plan, finance, and implement programs that promote resilience to climate extremes and contribute to economic growth.

DONOR DEVOLUTION WORKING GROUP (DDWG)

AHADI attended monthly meetings of the DDWG. Members collaborated in preparing for the Sixth Annual Devolution Conference held in March 2019 in Kirinyaga County and the Annual Legislative Summit held in April 2019 in Kisumu County. DDWG members contributed to development of the programs and proposed panelists.

USAID CHIEF OF PARTY MEETINGS

AHADI participated in chief of party meetings, which provide an opportunity for exchange of important information between USAID leadership and chiefs of party and for discussion of current issues that affect the ability of USAID and its implementing partners to do their work effectively. The March 2019 meeting focused on the security situation in the country and CLA as a programming approach. USAID organized CLA training to help implementing partners understand this concept better, which AHADI's M&E Specialist attended. AHADI provided updates on implementation of the J2SR at the monthly meetings, particularly on how the push toward self-reliance is driving the implementation of devolution.

USAID also provided an update on the bilateral agreement discussions with the Kenyan Government and discussed the development of the new Country Development Cooperation Strategy, which will be co-created with the people of Kenya.

USAID DEMOCRACY, GOVERNANCE AND CONFLICT (DGC) PARTNERS MEETINGS

At a meeting in May 2019, the USAID DGC Office clarified the J2SR strategy. Partners discussed their approaches to re-focusing their programs and the risks.

USAID BROWN BAG MEETING ON CITIZEN ENGAGEMENT

A joint brown bag meeting with AHADI, World Bank, and the USAID offices of Economic Growth, Environment, Program, Legal, Strategic Planning, Education and Youth, and the Systems Office from Washington, DC was held in May 2019 to present strategies that AHADI and the World Bank have used to strengthen citizen participation in governance affairs at the county level. A budget director from Makueni County also presented the Makueni strategy for ensuring that the budgeting process starts from the village level and works its way up to the county

headquarters. A representative from AHADI's sub-grantee, Green Africa Foundation, provided an overview of how AHADI support has enabled residents of Marsabit to hold their county to account to obtain services which had previously been budgeted but not delivered until citizens lobbied the county government.

COORDINATION MEETING BETWEEN HP+ AND AHADI

The USAID DGC Office together with the Health Office convened a meeting in June 2019 for their respective programs - AHADI and HP+ - to discuss coordination on aligning their interventions as they pivot their strategies towards self-reliance. A follow-up technical meeting was held to design joint interventions in Isiolo and Turkana counties where both programs have activities. HP+ later re-focused and only retained support to Turkana County. Because of AHADI's response to the J2SR and the de-emphasis on supporting the costs of conferencing, implementation of interventions in Turkana diminished this year, and so opportunities for collaboration were not explored further.

IX. PROGRESS ON LINKS WITH GOVERNMENT OF KENYA AGENCIES

AHADI has established excellent collaboration with Government of Kenya agencies working to promote effective functioning of county governments and effective inter-governmental linkages. This year, AHADI worked with government agencies which play key roles in supporting devolution including: CAF, Central Bank of Kenya, CoG, Controller of Budget, CPST, IGRTC, KLRC, Kenya Revenue Authority (KRA), KSG, Ministry of ICT, MoDA, MoE, Senate, SOCATT, and Treasury.

MULTI-AGENCY INITIATIVES

Project Steering Committee Approves AHADI Work Plan

In the first quarter of this year, AHADI presented key achievements of the past year and next year's Work Plan to the USAID Acting COR, CAF, CoG, CPST, DFID, KSG, MoDA, Treasury, United Nations Development Programme, and the World Bank. Participants expressed satisfaction with AHADI's consultative process in work planning and with the progress AHADI has made. Participants unanimously approved the new Work Plan.

Sixth Annual Devolution Conference

AHADI collaborated with the CoG to prepare for the Sixth Annual Devolution Conference, which took place in March 2019. As a first step in planning, AHADI assisted CAF, CoG, MoDA, the Senate, and other stakeholders to convene a donor roundtable in December 2018 to discuss potential areas of collaboration.

Fourth Annual Legislative Summit

IGR stakeholders joined the Senate and CAF at the Fourth Annual Legislative Summit, where stock was taken of progress made on the implementation of resolutions made at the last three summits and new priorities. These included improved county law reporting, participation in the constitutional review debate, and increased consideration of county legislatures' views on matters relating to revenue sharing and economic bloc development.

CCA4

CoG and MoDA welcomed AHADI's request to provide a team to design and roll out the CCA4. The core team collecting data included officials from MoDA and CoG. The final coordination meeting preceding data analysis was hosted by the CoG Secretariat.

OSR 101 Curriculum

To ensure buy-in and final agreement, the OSR 101 curriculum, started last year by AHADI, is being developed using a consultative process with key stakeholders, including CoG, CRA, KLRC, KRA, and Treasury. Two sub-committees, one to handle policy and legal issues and another one to handle technical aspects of the curriculum, were established by the Technical Working Group.

Revenue Management System Policy Framework

CRA convened key stakeholders in September 2019 to discuss the development of the Revenue Management Systems Policy Framework. Stakeholders, including Central Bank of Kenya, Controller of Budget, KLRC, KRA, Ministry of ICT, and Treasury, gave valuable input into the concept paper to guide the policy development process. Stakeholders sought clarity on whether the policy would regulate counties or the service providers and whether a new set of regulations or amendments to existing regulations would be needed. These issues will be clarified in the draft, to be shared for review in October 2019.

AHADI LINKS WITH INDIVIDUAL AGENCIES

MoDA

MODA's State Department for ASAL is a recent creation without mainstream government funding, so AHADI's support was critical in enabling it to clarify, resource, and subsequently

"One of the hugest challenges has been human resources. The county's current revenue collection clerks were threatened by the new system, which would curb theft of revenue collected. There was a lot of sabotage and destruction of equipment. This has gravely reduced our ability to reach our revenue collection target.

This CRA initiative is useful as it will help us realign our revenue management systems to deliver better services to our people."

--Ruth Odinga, Head of the Kisumu County Revenue Taskforce,

"We currently earn only a quarter of what we could earn from markets, parking, and fees from small-scale transport operators. If legislation was passed and citizens educated on the importance of taxation and its co-relation with development in the county, we would lose less revenue.

It was important to have the CRA team here. When they see the challenges and the processes of revenue collection, it will be easier to provide the necessary support and advice to improve our revenue collection and ultimately the development of Garissa County."

-- Cassim Mohammed, a Garissa revenue official

"We've realized that conducting an initial feasibility study would have been ideal before running our current system. If we can implement legislation, educate staff, and fix the power and internet connectivity issues, we will collect a lot more revenue."

Benson Nyagol, an ICT officer in Kisumu County

implement its mandate. The State Department prepared an action plan translating the ASAL Strategic Plan (2018-2022) into four program areas for implementation. AHADI provided technical support in the development of detailed implementation plans and concept notes on key programs. As a result of AHADI's support, the department has for the first time received a KSh 5.8 billion financial boost (FY 2019/20) from the National Treasury. This is notable because the department is a new creation that hitherto relied on development partner support.

AHADI supported MoDA in July 2019 to undertake consultation and validation of a draft Inter-Governmental Framework on the Implementation of National Government Policies and Programs in the counties. The framework will promote consultation and cooperation between the National and county governments.

Due to AHADI's response to J2SR, focusing more on sustainability building measures, a decision was made to not provide technical or convening support to the Second ASAL Conference. AHADI technical staff, however, participated in the conference and used the opportunity to highlight current stages in the development of policy and legislative frameworks aimed at strengthening core sectors in the ASALs.

"I can attest to AHADI's achievements. I confirm that it has been a very, very good year; AHADI has been very consultative and worked to inform our future. We had a meeting in June to prepare the work plan and the issues we raised have been captured. One issue that we raised was to finalize the alternative dispute resolution mechanism. AHADI has been at the forefront to ensure assistance; any time we needed support on alternative dispute resolution, it was given. There are over 1000 IGR disputes that can now go through alternative dispute resolution."

Angeline Hongo of MoDA

CoG

In May 2019, AHADI and the CoG discussed the modalities of transferring several of its knowledge management products to the Maarifa Centre. AHADI identified a series of knowledge products, which, as of the end of this reporting period, are being produced and finalized to inform devolution practice in Kenya. In September 2019, AHADI agreed with CoG leadership to set up a joint implementation committee to pursue strategic interventions on resource mobilization, strengthening of the Maarifa Centre, and consolidation of lessons learned in the implementation of the CoG's mandate. This committee will determine specific actions and pursue them, with J2SR in mind.

Senate

To help county assemblies better play their oversight, law making, and representation functions, AHADI continued to rely on expertise from the Senate and the Parliamentary Budget Office. AHADI and the Senate supported a meeting between Meru County Assembly and Executive to promote collaborative governance. The Senate also worked with AHADI on the establishment of a Fiscal Bureau in the Nairobi City County Assembly, which, though fledgling, has been pivotal to strengthening the Finance, Budget and Appropriations Committee. AHADI supported the Kenya Women Senators Association to document gains made on the two-thirds gender principle and to develop a memo to BBI objecting to the constitutional review debate that poses a threat to these gains.

The City Resilience Program Leverages World Bank, local public sector, and private sector resources to support and invest in the development of metropolitan areas. The Senate together with AHADI's team of PEM mentors provided support to the County Assemblies of Machakos, Mandera, Meru and Siaya.

CPST

AHADI attended the CPST's launch of the East African Parliamentary Institute at a ceremony held on March 1, 2019. The launch was the culmination of a long journey that was started by SUNY's Parliamentary Support Program in 2010. The institute will provide training for the legislatures of Burundi, Rwanda, South Sudan, Tanzania, and Uganda. The speaker of the East African Legislative Assembly officiated, with the speakers of the Kenya National Assembly and Senate and the Clerk of the East African Legislative Assembly in attendance.

Treasury

USAID invited AHADI to a meeting in March 2019 with the National Treasury Office of the Director General for Debt Management to discuss opportunities to support counties and the National Government to develop the county borrowing framework policy and guidelines. USAID and AHADI agreed to explore the possibilities of funding the process.

KSG

In April 2019, USAID senior advisor and general counsel held a meeting with KSG to discuss USAID support for KSG with a focus on the Integrity and Ethics Curriculum created with AHADI support. KSG was represented by the dean of academics and director of the Nairobi Campus. This high-level visit was critical in injecting new energy behind the work AHADI has done on the curriculum and created new momentum within KSG to complete the development and roll out. AHADI, the KSG director general, the dean of academic affairs, and the deputy dean of academic affairs met in May 2019 to discuss finalization of the Integrity and Ethics Curriculum. The Director General's Office then completed editing in a three-day workshop from May 20 - 22, 2019. Unfortunately, the KSG has not provided approved versions of the curriculum. Thus, the planned printing and dissemination has not taken place. The task was de-prioritized in response to J2SR, and this has been communicated to KSG.

X. PROGRESS ON USAID FORWARD

AHADI recognizes that there is no single project that can achieve devolution objectives on its own. Thus, it is paramount to work with other institutions and like-minded organizations. AHADI recognizes the value other actors bring to the devolution agenda, especially those which are mandated institutions. For instance, AHADI has worked extensively with CAF, CoG, CRA, MoDA, SOCATT, and banks which have long experience and expertise on revenue management systems. The CoG, CRA, and MoDA State Department of Devolution have approved and committed to promoting AHADI civic education materials, ensuring that, after AHADI ends, state

actors and NSAs have high-quality, government-approved information to share with citizens on their roles and responsibilities in devolved governance.

As well, AHADI works with Kenyan training and research institutions, including CPST, KSG, and the University of Nairobi. A centerpiece of SUNY's implementation of AHADI is the delivery of technical assistance and grants to local partner organizations.

In partnering with institutions, AHADI plays a convening and thought-leadership role rather than developing new systems and structures. By partnering with existing, capable institutions, AHADI can selectively add value while building the capacity of local organizations so that the “devolution support” network grows strong in Kenya. Furthermore, working with multiple stakeholders creates broad consensus and buy in, ensuring sustainability over the long-term. This approach also encourages institutional self-sufficiency, a key component of effective sustainability.

XI. SUSTAINABILITY AND EXIT STRATEGY

AHADI's local systems approach forms the core of its sustainability strategy. AHADI capacity development for counties has been implemented primarily through grants and initiatives to government entities and selected CSOs. Rather than creating parallel structures, AHADI has partnered with Kenyan government, research, and private sector institutions as well as with Kenyan NSAs to co-create approaches to devolved governance which are uniquely Kenyan, yet which draw on internationally-recognized models. As the conclusion of the AHADI program draws near, AHADI is redoubling efforts with Kenyan partners to institutionalize the methods, approaches, and products that were developed together. Sustainability is built into grant and initiative design by encouraging the recipients to create tools and curricula to ensure that skills imparted will remain in the institutions after AHADI's exit, therefore promoting institutional self-sufficiency.

STRENGTHENING CAF AND SOCATT TO ENABLE COUNTY CAPACITY DEVELOPMENT

CAF and SOCATT are the two coordinating bodies for the county assemblies, supporting members and staff respectively. These two bodies will endure and carry out their missions long after AHADI ends. For this reason, AHADI supported the mid-term review of the two institutions' strategic plans to ensure that they included measures towards strengthening of various structures, systems, and processes within the assemblies. AHADI has embedded a technical advisor and a program officer within CAF for reasons of sustainability. Increasingly, work with the technical and thematic caucuses is designed, coordinated, and executed by CAF, as opposed to the legislative team at AHADI. AHADI supported CAF in June 2019 to convene **the first in a series of legislative study groups**, designed along the lines of the Devolution Study Groups. Hosted by the Nairobi City County Assembly, the talk explored “The Role of the Legislature in the Fight against Corruption”. These thematic conversations are expected to continue taking place after the closure of AHADI.

As part of the induction of the CAF Governing Council and Executive Committee held at the Kenya Institute of Curriculum Development in August 2019, CAF convened a round table with development partners. USAID and DFID attended this consultation. Both explained the need for

CAF to focus on measures toward self-reliance and sustainability, to keep in touch with a constantly changing international development context, and to take advantage of opportunities. The two AHADI donors confirmed that the resource envelope available for AHADI is diminishing in size and urged the CAF leadership to focus on a small set of initiatives that will place CAF strongly within the IGR space, build strong oversight committees, and enable participation of the assemblies in the review of the National Capacity Building Framework.

INSTITUTIONALIZING PEM

During development of the second generation of CIDPs, the project noted an immense improvement in the counties' approach to planning and the quality of plans prepared. Through mentorship and training AHADI supported target counties to establish and use public finance management institutions, including CBEFs and sector working groups. AHADI is helping the counties to ensure continued citizen and CSO engagement in county affairs. Institutional ownership of these tools, institutions, and policy processes is changing the institutional culture in lasting ways and will continue to promote local ownership and a holistic approach to PEM processes into the future.

ADOPTION OF POLICIES

Several of AHADI's contributions (e.g. development planning, performance management, reporting) have and/or are shaping national level guidelines, contributing to an improved policy and legislative framework. The policy advisor embedded in the Office of the Principal Secretary at the State Department of Devolution facilitates policy development processes. Self-reliance can be achieved if the ministry identifies and hires staff with the requisite skills and provides additional training to allow them to gain the necessary skills required to design and develop policies.

As one example of the long-term effects of AHADI's support to counties on policies, AHADI partnered with Isiolo County and the Pan African Climate Justice Alliance to subject drafts of both Livestock and Rangeland Management Policies to public participation. AHADI provided support to incorporate comments arising from the public participation. Final validation of the policy took place in August 2019, confirming the county's commitment to advance these policies after AHADI's support ends.

KNOWLEDGE PRODUCTS

A number of discrete knowledge products in the form of manuals, briefs, and tools will remain for long-term use by devolution actors.

Quality of Legislation

This tool assists responsible parties in their review or drafting of legislation to ensure the minimum requirements are met. Key considerations are the purpose of legislation; substance of law; constitutionality of the law; consistency with existing policy and legal frameworks; format of the law; target of the legislation; prudence in use of public resources; impact and enforceability of the law; and measurability of the results of legislation.

County Assembly Committee Manual

This manual seeks to standardize committee systems and management across the 47 county assemblies. It addresses rationale, value, purpose, management and administration, reporting, public participation, and budget making in committees.

County Assembly Legislative and Procedure Manual

This manual seeks to standardize operations across the 47 county assemblies. It provides procedures for processing business in the assembly (statements, motions, petitions), consideration of bills, rules of debate, and sittings and adjournment.

Mentoring Toolkit on the PEM Process

The mentoring toolkit will guide counties along the PEM cycle.

STRENGTHENING OF CITIZENS' CAPACITY TO PARTICIPATE AT THE COUNTY LEVEL

AHADI, through grants resulting from its Notice of Funding Opportunity call, is expanding grassroots organizations' roles at the county level and increasing citizen participation in management of resources and accountability. The continuous efforts of AHADI to identify and strengthen the capacity of local groups to implement activities will ensure sustainability.

In the final months of AHADI, Target of Opportunity grants are being issued to strengthen existing and emerging networks of community based organizations for advocacy in the counties. These CSO networks are important for sustainability since they are not dependent on donor support in the activities they undertake.

J2SR

In September 2019, AHADI convened government officials and stakeholders in most of the target counties to convey the message of J2SR. As well, USAID visited county government officials in Kiambu, Mombasa, and Murang'a counties as part of regular monitoring. County officials used the opportunity to seek clarification on the changes to the AHADI program toward J2SR, specifically the expectation that counties will be responsible for their own costs for conferences, which the county governments are struggling to adapt to. The USAID delegation's message on the change in strategy was clear and indeed very helpful in reducing the counties' discomfort.

XII. GLOBAL DEVELOPMENT ALLIANCE (IF APPLICABLE)

N/A

XIII. SUBSEQUENT QUARTER'S WORK PLAN

During FY 2020, AHADI will turn attention to consolidating gains made in improved policy and legislative development, with a focus on accountability and sustainability as the program comes to a close. AHADI will pay particular attention to outcome harvesting, documentation, and knowledge management to create an updated baseline for the capability of devolution implementation institutions at national and county levels.

Figure 14 below present the planned activities for the upcoming quarter. These activities have been submitted as part of the draft AHADI Work Plan for FY 2020, which is pending USAID approval.

Figure 14

OBJECTIVE ONE: TARGETED COUNTY GOVERNMENTS EFFECTIVELY FUNCTIONING IN TARGETED COUNTIES				
THEMATIC AREA	Q1	Q2	Q3	Q4
Initiative One: In-county Mentoring and Capacity Development on PEM				
Public Finance Management in-county technical assistance and mentoring (focus on financial reporting and audit) Technical assistance, mentoring in 2 counties to foster accountability through improved internal controls				
Initiative Two: Support Improved Capability of County Assembly Oversight Committees				
Technical assistance, mentoring in 5 counties to build capability for review of the auditor general's reports on county expenditures, track house resolutions, and strengthen accountability mechanisms. Completion of the Quality of Oversight Assessment, documentation, and program management within CAF and SOCATT				
Initiative Three: In-county mentoring on public participation				
Citizen engagement for county executives In-county mentoring to the county executives to enable improved access to information				
Initiative Four: Promote Improved Governance of the Extractives Sector				
Support to the development of the Turkana Extractives Policy Technical assistance and outcome harvesting on the capacity development of artisanal miners in Taita Taveta				
Initiative Five: Outcome Harvesting and Close Out Meetings with County and National Beneficiaries				
Consultations with technical officials at the county and national level on sustainability Documentation of results, and lessons learned				

OBJECTIVE 2: FUNCTIONALITY AND EFFECTIVENESS OF THE DEVOLVED SYSTEM INCREASED THROUGH IMPROVED INTRA-GOVERNMENT ENGAGEMENT AND COOPERATION				
INITIATIVES	Q1	Q2	Q3	Q4
Initiative One: Consolidating and Documenting Improved Capacity of Inter-Governmental Institutions				
Support to MoDA to undertake review of the National Capacity Building Framework				
Support to IGRTC to document successes, lessons learned and challenges, and identify institutional mechanisms to address these				
Technical assistance to the CoG to develop a resource mobilization strategy				
Documentation of successes and way forward on the Maarifa Centre for improved knowledge management				
Support to CAF and SOCATT to enable strategy implementation				

Under Objective 3, AHADI will further advance the developed partnerships with civil society and promote participation of citizens in governance.

OBJECTIVE THREE: IMPROVED REPRESENTATION OF CITIZEN INTERESTS AND OVERSIGHT OF TARGETED COUNTY GOVERNMENT PERFORMANCE				
INITIATIVES	Q1	Q2	Q3	Q4
Initiative One: Promote the Development of Civil Society Networks				
Implement a Target of Opportunity Project in select counties				
Initiative Two: Build improved Service Delivery through Advocacy by Citizen through Social Accountability				
Initiative Three: Promote Citizen Participation in Governance Through Civic Education				

OBJECTIVE # 1: TARGETED COUNTY GOVERNMENTS EFFECTIVELY FUNCTIONING IN TARGETED COUNTIES; RESULT AREA 1.1.1: LEADERSHIP KNOWLEDGE AND SKILLS OF COUNTY EXECUTIVE AND ASSEMBLY ENHANCED				
ANTI-CORRUPTION	Q1	Q2	Q3	Q4
Initiative I: Promote Accountability Within the County Executive and Assemblies				

Technical assistance to county executives and assemblies to enable improved financial review, tighter controls, and implementation of the auditor general's reports				
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POLITICAL COMPETITION AND CONSENSUS BUILDING (USAID FUNDING)

OBJECTIVE 3: IMPROVED REPRESENTATION OF CITIZEN INTERESTS AND OVERSIGHT OVER TARGETED COUNTY GOVERNMENT PERFORMANCE

THEMATIC AREA	Q1	Q2	Q3	Q4
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Improving Access to Public Information

Work with civil society groups and networks to improve access to government documents for improved advocacy and ultimately, improved service delivery				
Sensitization of citizens through NSAs				
Document county best practice on proactive access to information and data protection				

THEMATIC AREA	Q1	Q2	Q3	Q4
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Finalization of AHADI Knowledge Products

1. Mentors PEM tool Kit				
2. Policy Making - Lessons and Manuals for Resilience/Education and Youth cross-sectoral programming and policy making				
3. County Planning Guide/knowledge products				
4. Lessons learned in implementing citizen engagement grants				
5. Documentation about setting up regional blocs				
Development of case studies				
Documenting learning through routine M&E activities				
Production of monthly, quarterly, and final report				
Validation and dissemination of findings from CCA3				

XIV. AHADI ADMINISTRATION

PERSONNEL

Early in the FY (December 2018 – January 2019), the USG shut down. The shutdown had immediate consequences on USAID/Kenya personnel, as most staff were furloughed. Nonetheless, USAID/Kenya staff responsible for AHADI continued to support the activity, providing technical and contractual guidance and approvals throughout this difficult period.

Field office staff participated in USAID fraud training which covered conflict of interest, code of conduct, procurement, self-disclosure, and unplanned site visits amongst other topics.

During the reporting year, the following key personnel changes occurred:

- USAID approved AHADI's proposed key personnel M&E Specialist in January 2019.
- The DCOP was promoted to COP in August 2019.

In addition, AHADI recruited staff to fill the following positions:

- Monitoring, Evaluation, Research, and Learning Officer (2 positions)
- Team Lead (County Support)
- Program Officer (IGR)
- Governance and Devolution Specialist
- Grants Manager
- Procurement Specialist
- Database/IT Manager
- Home Office Reporting Officer

There were two internal promotions:

- The acting Procurement and Logistics Manager was officially appointed to the position.
- The DFID Program Team Lead was promoted to the Governance and Devolution Team Lead and will continue in this leadership position on USAID when DFID funding ends.
- The Executive/Human Resources Assistant was promoted to Human Resources Administrator.

HOME OFFICE TRAVEL TO THE FIELD

SUNY/CID home office staff travel to and assignments while in Kenya:

- The Senior Technical Advisor traveled to Nairobi several times both on USAID and DFID funding to work with the AHADI leadership team to operationalize AHADI activities, including the citizen engagement strategy; to rethink and adjust AHADI's work plan in terms of USAID/Kenya's "pivot"; to update the knowledge management strategy; and to support the field office through staffing changes.

- The Project Manager worked with the field office team on financial reconciliation and billing issues, provided financial and operation management coverage, and conducted scheduled corporate compliance reviews.
- The Senior Financial Manager traveled several times on DFID funding. She supported grants and Government of Kenya Initiatives management, including update of compliance and finance checks; updated financial monitoring procedures; closed out over 60 grants and initiatives; conducted financial and operational management review, including follow up to the outstanding value added tax issue from the USAID audit; reviewed new financial staffing and procedures in place for separation of duties compliance; updated list of disposition/disposal of assets, including compliance check and inspection of all vehicles and new equipment purchases; provided human resources support; and contributed to project operations, which included contract and procurement drafting, review, and approvals.
- The M&E Officer traveled twice to Nairobi, providing M&E technical assistance, supporting data collection, archiving, analysis, and preparation. She worked with management to implement the updated research and learning agenda and supported the M&E team with preparations for the USAID data quality assessment.
- The Reporting Officer worked with the field office team to prepare the quarterly report and monitor progress on the M&E systems preparation.
- The Procurement Specialist participated in the recruitment of a Procurement Specialist, carried out compliance training, and worked with the Procurement team on current activities.
- SUNY's Senior M&E Consultant carried out a mock data quality assessment in preparation for USAID's data quality assessment that took place in May 2019 and provided general M&E technical advice for the Field Office team.
- SUNY's Senior International Anti-Corruption Expert: a) conducted an assessment of general barriers, as well as potential entry points and key constituencies for USAID programming on anti-corruption; b) targeted suggestions for AHADI activities to enhance accountability and prevent corruption; and c) provided concrete recommendations and areas of further study to the USAID Mission for anti-corruption programming, which builds on potential entry points in Kenya and are informed by international best practices and experience.

SUBCONTRACTOR TECHNICAL ASSISTANCE

Sub-contractors LDI and Urban Institute (UI) Provided Technical Assistance to the Field Office During the reporting period, experts from LDI and UI who provided technical assistance to the Field Office included:

Local Development International

In the last quarter of 2018, Local Development International's senior consultant delivered targeted technical assistance to Mandera, Meru, and Nandi counties on performance management and M&E and, based on a previous assessment and the latest interactions with counties, produced a report on options for CoG managerial roles and functions around performance management and M&E, proposals for sector report guidelines to be used by mentors in supporting counties,

and recommendations for AHADI to improve the effectiveness of mentoring on performance management and M&E.

Throughout the FY, Local Development International's local governance expert coordinated AHADI's support to the CRA to: (a) develop the policy objectives and the corresponding formula for the vertical and horizontal sharing of national revenues. both between the national and county level and across counties; and (b) develop an OSR curriculum through a multi-agency initiative. She also supported the program team in the technical review of the citizen engagement grant proposals; in the conceptualization, design and coordination of the citizen engagement strategy review; in the coordination of AHADI's contribution to the World Bank-led study on the impact of devolution on service delivery; and in the approach to the programmatic pivot requested by USAID.

Over multiple missions, the Project Manager continued the overall technical support to the AHADI program team with a focus on the in-county mentoring and AHADI's knowledge management. As the project comes to its end, emphasis is given to distilling and documenting lessons learned and outcomes across the various thematic areas. He also engaged the State Department of Planning in the review of the draft sector planning guidelines; and CoG in discussing gaps in the CPMF and in developing further guidelines to assist counties with (a) clarification of roles and responsibilities in counties around the performance management and M&E functions, and (b) creation of financial and non-financial reporting templates and guidelines. He also supported AHADI with the conceptualization and delivery of several Devolution Study Group sessions.

Local Development International's Adult Learning Specialist developed user-friendly trainer and participant manuals and a PowerPoint presentation in preparation for the roll-out of national training of County Access to Information Officers conducted by the Commission on Administrative Justice. She also prepared a first draft of training materials for Module One of Fiscal Decentralization Curriculum developed by an inter-agency task force for KSG.

Urban Institute

Over the year, the Senior Research Associate made one visit to Nairobi to support both the case studies and finalize the CCA3 report. The international M&E expert travelled to Nairobi from Kigali twice - once to support the finalization of the CCA3 reports and organize validation, and a second time to participate in the validation process itself. The Senior Research Associate and Institute Fellow travelled to Nairobi on another donor funded project and used the opportunity to check in on ongoing AHADI work. They followed up with consultants working on the case studies and met with CoG and AHADI to re-active the CoG Sustainability Strategy, which had been on hold from June September 2019. In addition, Urban Institute's public policy Research Associate joined the Urban Institute team that is supporting the CoG Sustainability Strategy activity.

TYPE OF ACCOUNTING SYSTEM USED DURING REPORTING PERIOD

The Research Foundation for the State University of New York uses the Oracle system for all financial transactions and reporting. The Sage 300 ERP system was used to record and report field expenses throughout the reporting period. No change was made from prior reporting periods.

XV. GPS INFORMATION

GIS Data (with GPS information) is provided in a separate attachment.

XVI. SNAP SHOTS

Three snapshots are provided in a separate attachment.

ANNEX I: LIST OF DELIVERABLE PRODUCTS

No	Deliverable Product	Date of Submission
1.	Quarterly Report (Oct-Dec 2018) 2019 Q1	January 30, 2019
2.	October Monthly Report	November 5, 2018
3.	November Monthly Report	December 5, 2018
4.	December Monthly Report	January 5, 2019
5.	Quarterly report (Jan-March) 2019 Q2	April 30, 2019
6.	January 2019 Monthly Report	February 5, 2019
7.	February 2019 Monthly Report	March 5, 2019
8.	March 2019 Monthly Report	April 5, 2019
9.	Quarterly Report (Apr-June) 2019 Q3	July 30, 2019
10.	April Monthly Report	May 5, 2019
11.	May Monthly Report	June 5, 2019
12.	June Monthly Report	July 5, 2019
13.	Annual Report FY 2019	October 30, 2019
14.	July Monthly Report	August 5, 2019
15.	August Monthly Report	September 5, 2019
16.	September Monthly Report	October 5, 2019

Consultant Reports

Sector: Resilience and WASH

NO	INSTITUTION	REPORT TITLE
1	National and county governments	Monthly REPORT: AUGUST, 2019
2	ISIOLO COUNTY	ISIOLO COUNTY LIVESTOCK POLICY, 2019
3	MULTIPLE COUNTIES	CIDP Sector Development Priorities and Strategies
4	COG	March 2019 Monthly Report
5	Multiple counties	Process Report for Coordination of National and County Led Extractives Governance Policy Development
6	National Drought Management Authority	Implementation of The Ending Drought Emergencies Common Programme Framework (EDE-CPF) Garissa County
7	National Drought Management Authority	Implementation of The Ending Drought Emergencies Common Programme Framework (EDE-CPF) Isiolo County
8	National Drought Management Authority	Implementation of The Ending Drought Emergencies Common Programme Framework (EDE-CPF) Mandera County
9	National Drought Management Authority	Implementation of The Ending Drought Emergencies Common Programme Framework (EDE-CPF) Marsabit County
10	National Drought Management Authority	Implementation of The Ending Drought Emergencies Common Programme Framework (EDE-CPF) Turkana County
11	National Drought Management Authority	Implementation of The Ending Drought Emergencies Common Programme Framework (EDE-CPF) Wajir County
12	State Department of ASAL	Report on State Department of ASAL Workshop to Validate Strategic Plan For 2018-2022
13	State Department of ASAL	Report on State Department of ASAL Workshop to Validate Strategic Plan For 2018-2022
14	State Department of ASAL	Technical Support to Ministry of Devolution and ASAL areas State Department for Development of ASAL areas
15	Turkana County	Report on County Laws on Extractive for Turkana County

Sector: Education

NO	INSTITUTION	REPORT TITLE
1	National and county governments	NATIONAL AND COUNTY GOVERNMENT CONSULTATIVE MEETING ON CURRICULUM REFORMS
2	National government - Ministry of Education	NEEDS ASSESSMENT ON CURRICULUM REFORM FOR TERTIARY LEVEL IN KENYA
3	National government - Ministry of Education	PROGRAM MANAGEMENT CONSULTANT REPORT August, 2019

4	National government - Ministry of Education	PROGRAM MANAGEMENT CONSULTANT REPORT September, 2019
5	National government - Ministry of Education	PROGRAM MANAGEMENT REPORT
6	National government - Ministry of Education	PROGRAM MANAGEMENT REPORT-Report on Consultative Meeting on Curriculum Reforms
7	National government - Ministry of Education	Rapporteur Report on the Third National Conference on Curriculum Reforms
8	National government - Ministry of Education	REPORT ON NEEDS ASSESSMENT FOR SCHOOL CURRICULUM IN KENYA
9	National government - Ministry of Education	REPORT ON NEEDS ASSESSMENT FOR ECDE SCHOOL CURRICULUM REFORM IN KENYA
10	National government - Ministry of Education	Series 1- CURRICULUM REFORMS IN KENYA-Why do we need to Reform our Education System? THE BIG SHIFT
11	National government - Ministry of Education	Series 2-CURRICULUM REFORMS IN KENYA Monitoring for Improvement SERIES 2 - ROLLOUT OF THE COMPETENCY BASED CURRICULUM
12	National government - Ministry of Education	Series 3 - CURRICULUM REFORMS IN KENYA - Why Competency Based Curriculum in Kenya
13	National government - Ministry of Education	Series 4 - CURRICULUM REFORMS IN KENYA - SPECIAL NEEDS EDUCATION MODE
14	National government - Ministry of Education	Series 5 - PARENT'S ROLES COMPETENCY BASED CURRICULUM
15	National government - Ministry of Education	Series 6 - CURRICULUM REFORMS IN KENYA - Roles of Various Stakeholders
16	National government - Ministry of Education	Series 7 - CURRICULUM REFORMS IN KENYA - What is Competency Based Assessment?
17	National government - Ministry of Education	Series 8 - CURRICULUM REFORMS IN KENYA - Where are We?
18	National government - Ministry of Education	Series 9 - CURRICULUM REFORMS IN KENYA - Frequently Asked Questions on CBC
19	National government - Ministry of Education	THE 3RD NATIONAL CONFERENCE ON CURRICULUM REFORMS
20	National government - Ministry of Education	THE THIRD NATIONAL CONFERENCE ON CURRICULUM REFORMS

Sector: Governance

NO	INSTITUTION	REPORT TITLE
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1	Ace Africa Kenya	Technical Support to AHADI Grantee – Ace Africa Kenya
2	BOCWA	BOCWA Monthly Report, November 2018
3	BOCWA	BOCWA Monthly Report, October 2018
4	BOCWA	January 2019 Monthly Report
5	Bomet County	Bomet County Development of TORs for M&E Office and County Delivery Unit
6	Bomet County	Bomet County Public Participation Progress Report
7	Council of Governors	14082019 COG FoD Report
8	Council of Governors	A knowledge sharing report on Makueni Public Participation Model
9	Council of Governors	Council of Governors Strategic Plan Semi Annual Review FY 2018/19 28th – 30th November 2018 – Rapporteur Report
10	Council of Governors	DEPUTY GOVERNORS' ANNUAL MEETING
11	Council of Governors	Rapporteur Report on 5th Annual County Executive Conference 2018
12	Council of Governors	Report August 2019 to COG & AHADI
13	Council of Governors	Report July 2019 to COG & AHADI
14	Council of Governors	Team Building During the Semi Annual Review Workshop For Strategic Plan Semi Annual Review Fee 2018/19
15	Council of Governors	TECHNICAL ASSISTANCE TO COUNCIL OF GOVERNORS DURING THE ANNUAL DEPUTY GOVERNORS MEETING
16	Council of Governors	VERTICAL REVENUE SHARING FORMULA DRAFT 20190930
17	Council of Governors	Mentor's Monthly Progress Report - August 2019
18	Council of Governors	Mentor's Monthly Progress Report - July 2019
19	Council of Governors	Vertical Revenue Sharing Formula Draft
20	County Assemblies Forum	19-07-11 DRAFT REPORT OF AHADIS GENDER MAINSTREAMING EFFORT-MN
21	County Assemblies Forum	30.8 CAF Punguza Mzigo AHADI Reporting Template (2)
22	County Assemblies Forum	3008 CONSOLIDATED TECHNICAL ANALYSIS OF PUNGUZA MIZIGO BILL
23	County Assemblies Forum	Bills Tracking for the 47 county assemblies
24	County Assemblies Forum	EMERGING TRENDS FROM THE REVIEW OF QUALITY OF COUNTY LEGISLATION ON PUBLIC PARTICIPATION
25	County Assemblies Forum	Legislative Development Project Support
26	County Assemblies Forum	LEGISLATIVE DEVELOPMENT PROJECT SUPPORT PROGRESS REPORT FOR MARCH 2019
27	County Assemblies Forum	Legislative Development Project Support, November 19, 2018
28	County Assemblies Forum	Legislative Development Support to the CAF Secretariat and Executive Committee, December 3 2018
29	County Assemblies Forum	Progress Report - August
30	County Assemblies Forum	Progress Report - September
31	County Assemblies Forum	QUALITY OF COUNTY LEGISLATION ASSESSMENT - DRAFT REPORT

32	County Assemblies Forum	QUALITY OF LEGISLATION ASSESMENT
33	County Assemblies Forum	Report of Support to TA TO CAF WOMEN CAUCUS
34	County Assemblies Forum	Report of CAF Support to Legal Sub-committee on Punguza Mizigo Bill
35	County Assemblies Forum	REPORT OF THE COUNTY ASSEMBLIES DISABILITIES CAUCUS
36	County Assemblies Forum	REPORT OF THE COUNTY ASSEMBLIES WOMEN CAUCUS
37	County Assemblies Forum	Report on Post Legislative Summit Sessions
38	County Assemblies Forum	Revised Comprehensive Report on AHADI Piece
39	County Assemblies Forum	Status Report on Implementation and Review of Protocol on Publication of County Legislation
40	County Assemblies Forum	SUPPORT CAF EXECUTIVE COMMITTEE INDUCTION OF NEW OFFICE BEARERS MODERATION & FACILITATION OF DISCUSSIONS ON PUBLIC FINANCIAL MANAGEMENT
41	County Assemblies Forum	SUPPORT TOP LEGISLATIVE DEVELOPMENT ACTIVITIES
42	County Assemblies Forum	SUPPORTING COUNTY ASSEMBLY FORUM ON GENDER MAINSTREAMING AND INCLUSIVITY- FOCUSING ON THE WOMEN CAUCUS AND CADICA - Inception Report
43	County Assembly of Bomet	Capacity Development to Enhance Performance of Bomet County Assembly Procedural and Committee Clerks
44	County Assembly of Isiolo	Capacity Development of legal, research and communication officers on operations of their departments
45	County Assembly of Kakamega	BAC Progress Report on CFSP
46	County Assembly of Kisii	CAPACITY DEVELOPMENT OF THE BUDGET AND APPROPRIATIONS COMMITTEE MEMBERS ON THE BUDGET MAKING CYCLE
47	County Assembly of Marsabit	Technical Assistance to County Assemblies
48	County Assembly of Mombasa	Technical Assistance to Members and Staff of County Assembly of Marsabit County Progress Report
49	County Assembly of Mombasa	Technical Assistance to Enhance Performance of Hansard and ICT Officers of Mombasa County Assembly
50	County Assembly of Nandi	REPORT ON CAPACITY BUILDING OF NANDI COUNTY ASSEMBLY PUBLIC ACCOUNTS AND INVESTMENTS COMMITTEE MEMBERS
51	County Assembly of Nyamira	Capacity Development of house officers on committee systems and management
52	County Assembly of Nyamira	Capacity Development of the Members and Staff of Nyamira County Assembly on legislative procedures Progress Report
53	County Assembly of Nyamira	POST TRAINING REPORT- CAPACITY DEVELOPMENT OF NYAMIRA COUNTY ASSEMBLY MCAS
54	County Assembly of Nyamira	Progress Report - Support to Nyamira House Officers
55	County Assembly of Nyamira	Technical Assistance to Enhance Performance of Nyamira County Assembly House Business Committee Members

56	County Assembly of Nyamira	Technical Assistance to Nyamira County Assembly House Business Committee
57	County Assembly of Nyamira	VIHIGA COUNTY ASSEMBLY
58	County Assembly of Tharaka Nithi	CAPACITY DEVELOPMENT OF COMMITTEE AND PROCEDURAL CLERKS ON COMMITTEE SYSTEMS AND MANAGEMENT
59	County Assembly of Tharaka Nithi	Capacity Development of the Members and Staff of Tharaka Nithi County Assembly Committee on Delegated Legislation
60	County Assembly of Tharaka Nithi	Technical Assistance to Enhance Performance of the Staff of Tharaka Nithi County Assembly with Emphasis to the Committee System and Management
61	County Assembly of Tharaka Nithi	Capacity Development of The Budget and Appropriations Committee on the Budget Making Cycle.
62	County Assembly of Turkana	Capacity Development of house officers on committee systems and management
63	County Assembly of Vihiga	A GUIDE TO PRESIDING OFFICERS, KEY STAGES AND ACTIVITIES IN ENACTING LEGISLATION- FROM BILLS INTO ACTS
64	County Assembly of Vihiga	CAPACITY DEVELOPMENT OF THE MEMBERS AND STAFF OF VIHIGA COUNTY ASSEMBLY COMMITTEE ON DELEGATED LEGISLATION
65	County Assembly of Vihiga	Technical Assistance to Enhance Performance of Procedure and Committee Clerks of Vihiga County Assembly
66	County Assembly of Vihiga	Technical Assistance to Enhance Performance of Vihiga County Assembly Members
67	County Government of Machakos	Mentoring Progress Report, March 2019
68	County Government of Mandera	Citizen Service Chapter
69	County Government of Mandera	Citizen Service Chapter Poster
70	County Government of Mandera	STRENGTHENING PUBLIC PARTICIPATION IN AHADI TARGET COUNTIES
71	County Government of Marsabit	Monthly Status Report from In-county Mentor March 2019
72	County Government of Nandi	M&E REPORT REVIEW AND CONSOLIDATION PROGRAMME FOR NANDI COUNTY GOVERNMENT HELD ON MARCH 28 - 29, 2019 AT EDEN SPRINGS HOTEL
73	County Government of Nandi	PROGRAM-BASED BUDGETING WORKSHOP FOR NANDI COUNTY GOVERNMENT HELD ON MARCH 25 - 27, 2019 AT EDEN SPRINGS HOTEL
74	County Government of Nyamira	Mentoring Progress Report for Nyamira February and March 2019
75	County Government of Nyamira	REVIEW OF THE DRAFT NYAMIRA COUNTY GOVERNMENT PUBLIC PARTICIPATION, ACCESS TO INFORMATION AND CIVIC EDUCATION POLICY
76	CPST	FINAL Evaluation report - September 2019 (2)
77	CRA	4th Quarter CRA Report

78	CRA	COUNTY OWN-SOURCE REVENUE CURRICULUM - OSR 001 – GOVERNORS
79	CRA	COUNTY OWN-SOURCE REVENUE CURRICULUM - OSR 002 - CEC/CHIEF OFFICER / INTERNAL AUDITOR
80	CRA	COUNTY OWN-SOURCE REVENUE CURRICULUM - OSR 003 - MCAS/CLERKS/COMMITTEES AND COMMITTEE CLERKS
81	CRA	COUNTY OWN-SOURCE REVENUE CURRICULUM - OSR 004: REVENUE DIRECTOR/HEAD OF REVENUE/FISCAL ANALYST
82	CRA	COUNTY OWN-SOURCE REVENUE CURRICULUM - OSR 005 - REVENUE ACCOUNTANTS/CASHIER
83	CRA	COUNTY OWN-SOURCE REVENUE CURRICULUM - OSR 006 - SUB – COUNTY REVENUE OFFICERS
84	CRA	COUNTY OWN-SOURCE REVENUE CURRICULUM - OSR 007 – REVENUE SUPERVISORS
85	CRA	COUNTY OWN-SOURCE REVENUE CURRICULUM - OSR 008 – REVENUE CLERKS; LICENSING AND ENFORCEMENT OFFICERS
86	CRA	County Revenue 4th Quarter 2018-2019
87	CRA	OSR 101 meeting docs 16th July 2019
88	CRA	OSR CURRICULUM - Presentation 30th Sep 2019
89	CRA	OSR CURRICULUM DEVELOPMENT - STEERING COMMITTEE MEETING MINUTES 30TH SEPTEMBER
90	CRA	OSR TRAINING CURRICULUM MANUAL STEERING COMMITTEE MEETING
91	CRA	RE - Rationale for RE 101 - 17062019
92	FCDC	Report on FCDC Women Legislators July 2019 (2)
93	FCDC	Report on Women Caucus of the FCDC forum Submitted
94	Garissa and Nairobi Counties	Monthly Status Report from In-county Mentor, October 2018
95	Garissa County	ADP 1. County Planning and Budgeting Processes
96	Garissa County	ADP 2. Results framework 2019-20
97	Garissa County	ADP 3. Budget allocation 2019-20 and Projections - Garissa
98	Garissa County	ADP 4. 2018-2019 REVENUE RESULTS
99	Garissa County	ADP 5. Next Steps
100	Garissa County	AHADI GARISSA CCA Energy
101	Garissa County	Energy Sector planning - Recap
102	Garissa County	GARISSA COUNTY ROAD AND TRANSPORT STRATEGY 5.09.19
103	Garissa County	Garissa Energy Sector Plan Outline
104	Garissa County	Garissa Energy Sector Plan Outline 5.09.19
105	Garissa County	Interventions Design
106	Garissa County	Interventions Design 5.09.19
107	Garissa County	M&E I. Finalization Draft M&E Policy August 2019

108	Garissa County	M&E 2. Policy Goals and Objectives Summary Table
109	Garissa County	M&E Gap Analysis
110	Garissa County	Mentor's Monthly Progress Report August 2019
111	Garissa County	Mentor's Monthly Progress Report July 2019
112	Garissa County	Mentor's Monthly Progress Report June 2019
113	Garissa County	Problem analysis Strategic Intervention Road & Transport 18.06.2019 (1)
114	Garissa County	R&T 1. Problem analysis Strategic Intervention Road & Transport 18.06.2019
115	Garissa County	R&T 2. GARISSA COUNTY ROAD AND TRANSPORT STRATEGY 19.08.19
116	Garissa County	R&T 3. Accident Records
117	Garissa County	R&T 4. Edited Garissa roads 2018 map
118	Garissa County	ACTUAL LOCAL REVENUE COLLECTION FOR FY 2018/2019 - COUNTY GOVERNMENT OF GARISSA - FINANCIAL YEAR ENDING 31st JUNE 2019
119	Garissa County	Agenda- Review of Garissa County Livestock Management Bill-3rd-4th July 2019
120	Garissa County	Annex I A - County Assembly Service Board
121	Garissa County	Annex I B - Clerk and CASB
122	Garissa County	Annex I C - Role & Structure of the County Assembly Service
123	Garissa County	Aug-Garissa - OSR-MOM-Livestock Bill-Policy-Joint Meeting
124	Garissa County	TARGET 2019-2020
125	Garissa County	Draft County APR
126	Garissa County	Framework for Accountability and Results in Garissa County – Implementation Review and Forward Planning
127	Garissa County	Garissa County Assembly - The Performance Management sensitization 27-AUG-2019
128	Garissa County	Garissa County Assembly Target setting (1)
129	Garissa County	GARISSA COUNTY CIDP PRIORITIES IMPLEMENTATION RESULTS FRAMEWORK MATRIX, 2019-2020
130	Garissa County	GARISSA COUNTY FINANCE BILL 2019/2020
131	Garissa County	Garissa County Livestock Sales Yard (Amended) Bill-By Garissa July 2019
132	Garissa County	Garissa OSR-Finance Bill 2010-2020-Summary Meeting Minutes-11th-13th Sep19
133	Garissa County	Garissa Revenues
134	Garissa County	Garissa SP-Final-July
135	Garissa County	M&E PCs Signing
136	Garissa County	Mentor's Monthly Progress Report Garissa County July 2019
137	Garissa County	OSR - Summary of Meeting-Garissa Livestock Markets Management Bill - 19-06-19
138	Garissa County	OWN SOURCE REVENUE – LIVESTOCK INTERDEPARTMENTAL MEETING – GARISSA COUNTY

139	Garissa County	Presentation - Results-Based Management (RBM)
140	Garissa County	Presentations to Programme Based Budgeting (PBB)
141	Garissa County	Q3 Revenues Garissa County
142	Garissa County	Setting Realistic Budgets-Mombasa July 2019
143	Garissa County	Template - APPRAISAL FORM ADOPTED BY THE PSC
144	Garissa County	THE GARISSA COUNTY LOCAL REVENUES ESTIMATES, 2019/2020 TARGETS
145	Garissa County Assembly	Mentor's Process Report County Assembly Management Committee
146	Garissa County Assembly	Report - Garissa Assembly Management Committee members on mandate
147	General CE Support	Monthly Status Report from In-county Mentor, November 2018
148	IGR forums	IGR WORKSHOP CONSOLIDATED RAPPORTEURS REPORT-EDITED 8-2-2019 PUBLICATION VERSION
149	IGR forums	0807 KT2-Transition Plan-annotated-09.08.2019
150	IGR forums	0807 TIP Report-09.08.2019
151	IGR forums	1707 FINAL DRAFT of Sessional Paper on National Water Policy COG comments
152	IGR forums	1707 NWP Implementation Matrix 21022019
153	IGR forums	1707 FINAL of Sessional Paper on National Water Policy
154	IGR forums	31072019-COG Constitutional Reform Issues
155	IGR forums	Devolution is on its death bed
156	IGR forums	The Future of Devolution Conference Report
157	IGRTC	COSTING, UNBUNDLING AND TRANSFER OF FUNCTIONS IN THE KENYAN DEVOLVED SYSTEM
158	IGRTC	IGRTC SUPPORT ON INSTITUTIONAL DEVELOPMENT AND STRENGTHENING
159	IGRTC	IGRTC SUPPORT ON INSTITUTIONAL DEVELOPMENT AND STRENGTHENING February 2020
160	IGRTC	IGRTC SUPPORT ON INSTITUTIONAL DEVELOPMENT AND STRENGTHENING March 2019
161	IGRTC	Intergovernmental Relations Technical Committee Communication Strategy Inception Report
162	IGRTC	Report on The Identification, Verification, Validation And Transfer Of The Assets And Liabilities Of The Defunct Local Authorities As At 27th March, 2013
163	IGRTC	Status of Sectoral and Intergovernmental Forums in Kenya Report
164	IGRTC and MODA	IGRTC Report July 2019
165	IGRTC and MODA	IGRTC Report August 2019
166	IGRTC and MODA	IGRTC Report September 2019
167	Isiolo County	Annex 4 Isiolo County Tourism and Wildlife Policy Development Inception and Situation Analysis Report

168	Isiolo County	Annex 5 comments Zero Draft - Isiolo County Tourism Bill
169	Isiolo County	BILL SUMMARIES in Isiolo County
170	Isiolo County	C-APR Template. Isiolo County
171	Isiolo County	Draft Cabinet Paper for Isiolo County Civic Education Public Participation Policy
172	Isiolo County	Edited Isiolo CEPP Policy
173	Isiolo County	ISIOLO REPORT CAPACITY BUILDING FOR COUNTY ASSEMBLY
174	Isiolo County	Isiolo CEPP Policy- Presentation to the Cabinet
175	Isiolo County	Isiolo County - AWP, Procurement Plans, Cashflows Workshop
176	Isiolo County	Isiolo County - Finance Bill Validation Workshop
177	Isiolo County	Isiolo County - Financial Reporting Workshop
178	Isiolo County	Isiolo County Annual PER FY 2018-19
179	Isiolo County	Isiolo County Cash flow Projection FY 2019-20
180	Isiolo County	Isiolo County Editing Report
181	Isiolo County	Isiolo County Validated Finance Bill 2019
182	Isiolo County	Isiolo County. Draft C-APR
183	Isiolo County	Isiolo Tourism Policy
184	Isiolo County	Mentor's Monthly Progress Report Isiolo County August 2019
185	Isiolo County	Mentor's Progress Report July-August 2019
186	Isiolo County	Monthly Report - Isiolo County Assembly, Aug 2019
187	Isiolo County	Revenue Analysis Report FY 2018/19
188	Isiolo County	STRENGTHENING PUBLIC PARTICIPATION IN AHADI TARGET COUNTIES – ISIOLO COUNTY
189	Isiolo County	Wildlife Conservation
190	Isiolo County	WORKSHOP ON ANNUAL PROGRESS REPORTS AND PUBLIC EXPENDITURE REPORTS
191	Jumuiya Ya Kaunti za Pwani	14082019-Report
192	Jumuiya Ya Kaunti za Pwani	16082019-IN DEPTH QUERRY GUIDE I COUNTY INTERVIEWS
193	Jumuiya Ya Kaunti za Pwani	16082019-REPORT Analysis of Socio-Economic Features of the JKP Region 2
194	Jumuiya Ya Kaunti za Pwani	16082019-REPORT ON JKP ECONOMIC PERFORMANCE I0
195	Jumuiya Ya Kaunti za Pwani	16082019-REPORT THE JKP MEETING AT KAS KAZI BEACH HOTEL, DIANI, KWALE COUNTY 2
196	Jumuiya Ya Kaunti za Pwani	16082019-SECTOR REVIEW REPORT JKP AHADI
197	Jumuiya Ya Kaunti za Pwani	16082019-The JKP County governments Consultation Reports I
198	Jumuiya Ya Kaunti za Pwani	16082019-WORKSHOP FORMAT DATA COLLECTION INSTRUMENT
199	Jumuiya Ya Kaunti za Pwani	21082019 - JKP - AHADI Report JULY 2019
200	Jumuiya Ya Kaunti za Pwani	Final report of the Technical Adviser on Institutional Strengthening, Strategic Management and Organizational Strengthening of the Jumuiya ya Kaunti za Pwani (JKP)

201	Jumuiya Ya Kaunti za Pwani	Jumuiya 2030 - SWG Engagements
202	Jumuiya Ya Kaunti za Pwani	Report on the Resource mapping stakeholders meeting and the questionnaire enumerators training meeting final
203	Kakamega County	Report on Kakamega Assembly and CSO meeting September 2019
204	Kakamega County	Report on Kakamega Education committee August 2019
205	Kiambu County	Kiambu County M&E Sensitization Report
206	Kiambu County Assembly	Kiambu County Assembly Capacity Development on Scrutiny of the County Fiscal Strategy Paper- 1st Training
207	Kiambu County Assembly	Kiambu County Assembly- Mentoring and Technical Assistance on Strengthening County Public Expenditure Management Progress Report
208	Kisii County	Performance Evaluation Report for Kisii County
209	Kisii County Assembly	CAPACITY DEVELOPMENT OF THE MEMBERS OF KISII COUNTY ASSEMBLY County PFM Budget Cycle
210	Kisii County Assembly	CAPACITY DEVELOPMENT OF THE MEMBERS OF KISII COUNTY ASSEMBLY Program Based Budget Estimates
211	Kisii County Assembly	CAPACITY DEVELOPMENT OF THE MEMBERS OF KISII COUNTY ASSEMBLY Scrutiny, Committee Report and Approval
212	Kisii County Assembly	KISII COUNTY ASSEMBLY report
213	Kisii County Assembly	Technical Assistance to Enhance Performance of Kisii County Assembly Powers and Privileges Committee Members
214	Lake Region Economic Block	Outcome And Way Forward For Lake Region Economic Block Water, Environment And Climate Change Pillar Discussions On 19th-20th September, 2018
215	Lake Region Economic Block	Rapporteur Report On the Consultative Meeting on Harnessing Opportunities in the Intra Regional Economic Blocs
216	Lake Region Economic Block	Technical Assistance To The Inaugural Lake Region Economic Bloc Trade Investment And Blue Economy Conference
217	Lake Region Economic Block	Technical Assistance To The Inaugural Lake Region Economic Bloc Trade, Investment And Blue Economy Conference
218	Lake Region Economic Block	The Inaugural Lake Region Economic Bloc Trade Investment And Blue Economy Conference (Health Symposium, Communique, Paper Presentations
219	Lake Region Economic Block	The Inaugural Lake Region Economic Bloc Trade Investment and Blue Economy Conference Trade and investment opportunities in the Lake Region Transforming the Lake Region through the Big 4 Agenda
220	Lake Region Economic Block	The Lake Basin Economic Bloc Trade Investment & Blue Economy Conference 2018 Integration And Optimization Of Shared Resources Collaborative Approaches To sustainable Utilization Of Shared Natural Resources
221	Lake Region Economic Block	Workshop Report on Operationalisation of the Health Pillar Programmes
222	Lamu County	Drafting of APR and Development of M&E Tools and Templates

223	Lamu County	Lamu County Assembly Workshop - PEM Cycle
224	Lamu County	Lamu County Assembly Workshop on CE & PP
225	Lamu County	Lamu County Finalization and Validation of ADP 2020-2021
226	Lamu County	Lamu County Preparation of County Budget Review and Outlook Paper (CBROP)
227	Lamu County	Monthly Status Report from In-county Mentor
228	Lamu County	STRENGTHENING PUBLIC PARTICIPATION IN LAMU COUNTY
229	Machakos County	Support to Machakos County Assembly Education Sectoral Committee on Education
230	Machakos County	Technical Assistance to Enhance Performance of Members Of Machakos County Assembly Committee on Implementation
231	Makueni County	Technical Support for the Peer Learning Event in Makueni County
232	Mandera County	18.8 MANDERA TRAINING AHADI Report
233	Mandera County	Capacity Building for Mandera County – Development of A Service Charter
234	Mandera County	CIDP indicator handbook
235	Mandera County	County Gender Responsive Budgeting Checklist for Budget Officers
236	Mandera County	Draft APR- Mandera County
237	Mandera County	Draft MONITORING AND EVALUATION FRAMEWORK FOR THE MINISTRIES, DEPARTMENTS AND AGENCIES OF MANDERA COUNTY GOVERNMENT
238	Mandera County	DRAFT PER - DEPARTMENT OF AGRICULTURE
239	Mandera County	DRAFT PER - DEPARTMENT OF FINANCE AND ECONOMIC PLANNING
240	Mandera County	DRAFT PER - DEPARTMENT OF IRRIGATION, WATER HARVESTING AND STORAGE
241	Mandera County	DRAFT PER - DEPARTMENT OF LIVESTOCK AND FISHERIES
242	Mandera County	DRAFT PER - DEPARTMENT OF YOUTH, GENDER AND SOCIAL SERVICE
243	Mandera County	Draft Template for the Finance Bill 2019
244	Mandera County	Global indicator framework for the Sustainable Development Goals and targets
245	Mandera County	Mandera County Draft Finance Bill 2019 schedule of rates
246	Mandera County	Mentor's Monthly Progress Report August 2019
247	Mandera County	Mentor's Monthly Progress Report Mandera September 2019
248	Mandera County	Mentor's Progress Report Mandera County August 2019
249	Mandera County	Mentor's Progress Report Mandera County September 2019
250	Mandera County	Presentation on Gender Champions Training
251	Mandera County	Presentation on Gender in Planning and Budget cycle, opportunities, steps, roles of champions
252	Mandera County	Presentation on Gender Mainstreaming in PEM processes
253	Mandera County	Presentation on Monitoring and Evaluation Framework

254	Mandera County	Presentation on Results-Based Management (RBM)
255	Mandera County	Presentation on the preparation of the finance bill, 2019
256	Mandera County	Rationale for Gender Mainstreaming in PEM Cycle
257	Mandera County	Report on Mandera CASB Training 8th to 9th August 2019
258	Mandera County	Support to Mandera County Assembly Education Sectoral Committee on Education
259	Mandera County	Zero draft - Indicator Handbook - Mandera County
260	Mandera County Assembly	Progress Report on the Mandera County Assembly Interim Standing Orders
261	Marsabit County	Marsabit County Preparation of ADP 2020-2021 & CBROP 2019
262	Marsabit County	Strengthening County Public Expenditure Management (PEM)/ In – county support towards strengthening Planning and Performance Management Functions in the County
263	Meru County	Annex IA - PEM Cycle
264	Meru County	Annex IB - Programme Based budget
265	Meru County	Annex IC - Scrutiny, Committee Report and Approval
266	Meru County	APR - Mentor's Progress Report Meru County August 2019
267	Meru County	Cascading goals and Objectives
268	Meru County	Draft C-APR. Meru County
269	Meru County	DRAFT COUNTY ANNUAL DEVELOPMENT PLAN [CADP]
270	Meru County	Draft County Annual Progress Report (APR)
271	Meru County	Final Draft County Annual Development Plan 2020-2021
272	Meru County	Guidance Template on CADP
273	Meru County	Guidelines on Draft County Annual Progress Report (APR)
274	Meru County	MDC - Mentor's Progress Report Meru County August 2019
275	Meru County	Mentor Progress report on Stakeholder register development
276	Meru County	Mentor's Monthly Progress Report September 2019
277	Meru County	Mentor's Progress Report Meru County August 2019
278	Meru County	Mentor's Progress Report Meru County July-August 2019
279	Meru County	Mentor's Progress Report Meru County September 2019
280	Meru County	Meru 12 - 13 September meeting objectives elaborated
281	Meru County	Meru County CPMC workshop 12 - 13 September 2019
282	Meru County	Meru County Department Drafts APR
283	Meru County	MERU COUNTY FINANCE BILL 2018-2019 FINAL DOC
284	Meru County	Meru County Govt Master Stakeholder Register
285	Meru County	Meru County- status report on stakeholder register
286	Meru County	Overall Dept ADPs 2020-21
287	Meru County	Presentation - APR Workshop - MERU COUNTY

288	Meru County	Presentation on Strengthening PEM - ADP DEVELOPMENT - PFM CONSIDERATIONS
289	Meru County	Presentation used for Sensitization on ADP preparation
290	Meru County	Presentation used in the Sensitization on C-APR
291	Meru County	proposed Meru County finance bill 2019-2020
292	Meru County	Report - Meru Assembly Budget Committee CD on Scrutiny of Budget Estimates
293	Meru County	The Master Stakeholder Register Report
294	Meru County	WORKING DOCUMENT county HR strategic plan strategies level and with Gender input
295	Meru County Assembly	Capacity Development of Finance, Accounts And Procurement Officers Of The County Assembly Of Meru On Public Finance Management, Public Procurement And Asset Disposal
296	Meru County Assembly	Capacity Development of the Members of the Audit Committee and Internal Audit Staff of Meru County Assembly on their mandate and related assembly processes
297	Meru County Assembly	Capacity Development of the Members of the Finance, Account and Procurement officers of the county assembly of Meru on Public Finance Management Act and on Public Procurement and Asset Disposal Act
298	Meru County Assembly	Meru County – Report on joint meeting of Meru County Assembly & Executive on public expenditure management and public finance management
299	Meru County Assembly	Progress Report for Capacity Development of the Members and Staff of Meru County Assembly on legislative procedures
300	Meru County Assembly	Report on Capacity Development of The Members of Meru County Assembly On Legislative Procedures
301	Meru County Assembly	Technical Assistance to Meru County Assembly on Public Procurement and Asset Disposal Act, 2015
302	Meru County Assembly	Technical Assistance to Women Legislators Meru County
303	MODA	Draft Concept Note
304	MODA	Draft Program ver. 7.10.19
305	MODA	Financing Urban Cities concept note-2019
306	MODA	Report Jul - Sept 2019
307	MODA	Revised IGCSFs Regulations
308	Mombasa County	Mission, vision for PP (I)
309	Mombasa County	PC Devolution and Public Service
310	Mombasa County	PC Lands and Urban Planning
311	Mombasa County	PUBLIC PARTICIPATION legal framework
312	Mombasa County	TECHNICAL ASSISTANCE TO COUNTY ASSEMBLIES FINALIZATION OF THE DEVELOPMENT OF COUNTY ASSEMBLIES PERFORMANCE MANAGEMENT FRAMEWORK

313	Mombasa County Assembly	Technical Assistance to Enhance Performance of Members of the Committee on Delegated Legislation of Mombasa County Assembly
314	Mombasa county Assembly	Progress Report - Budget & Appropriation Committee
315	Multiple counties	County Executive Committee Members (County Ministers) Conference
316	Multiple counties	Devolution Civic Education Materials-Jukumu Langu 1st Draft
317	Multiple counties	Devolution Civic Education Materials-Jukumu Langu 2nd Draft
318	Multiple counties	Devolution Civic Education Materials-Jukumu Langu 2nd Draft
319	Multiple counties	Technical review of the draft devolution civic education materials
320	Multiple counties	1. Draft Finance Chapter Report 23.7.2019
321	Multiple counties	14.8.19. Request for support final livestock policy review AHADI
322	Multiple counties	2. Finance chapter tables and charts 23.7.2019
323	Multiple counties	2018-2019 REVENUE RESULTS
324	Multiple counties	2nd Technical Committee Meeting Program 5th to 9th August 2019
325	Multiple counties	3. Sectoral expenditure tables
326	Multiple counties	4. County Visits-Notes from sectors 23.7.2019
327	Multiple counties	AHADI Citizen Engagement Pause and Reflect Report
328	Multiple counties	Annex 2 REPORT FOR THE FOOD SYSTEM STRATEGUY AT KISUMU-3rd draft
329	Multiple counties	Aug-Agenda Livestock Policy Validation
330	Multiple counties	BASIC MANAGEMENT-Caleb
331	Multiple counties	CE- May 2019 Mentors' Report
332	Multiple counties	CE- Mentors' Report Nandi, Turkana, Machakos support 2019
333	Multiple counties	CE Strategy review- DRAFT Report - Sept 2019
334	Multiple counties	COG Checklist - Gender Mainstreaming in Performance Management
335	Multiple counties	Copy of Template to fill on areas of developing the curriculum
336	Multiple counties	County Visit Report
337	Multiple counties	DELIVERY UNIT DEPARTMENT PROCUREMENT PLAN FY 2019
338	Multiple counties	DEPUTY GOVERNOR Procurement plan FY 2019-20
339	Multiple counties	Draft County Strategic Human Resource Plan 2019-2024 with Mentor's Reviews
340	Multiple counties	EDUCATION PROCUREMENT PLAN FY 2019-20
341	Multiple counties	Finance and ICT Procurement Plan FY 2019-20
342	Multiple counties	Garissa County Livestock Policy
343	Multiple counties	Inception report - CE strategy review
344	Multiple counties	Inception report - CE strategy review
345	Multiple counties	ISIOLO COUNTY CONSOLIDATED PROCUREMENT PLANS 2019-2020
346	Multiple counties	Issues of concern to grantees - Raised by Grantees and Trainers
347	Multiple counties	Livestock Bill Implementation Matrix

348	Multiple counties	Mentor's Monthly Progress Report August 2019
349	Multiple counties	Mentors Monthly Progress Report August-September 2019
350	Multiple counties	Mentor's Monthly Progress Report Isiolo-Nairobi June-July 2019
351	Multiple counties	Mentor's Monthly Progress Report June and July 2019
352	Multiple counties	Mentor's Monthly Progress Report September 2019
353	Multiple counties	Mentor's Progress Report August 2019
354	Multiple counties	Mentor's Progress Report Gender Mainstreaming Meru and Isiolo
355	Multiple counties	Mentor's Progress Report June-July 2019
356	Multiple counties	Office of the County secretary Procurement Plan FY 2019-20
357	Multiple counties	OFFICE OF THE GOVERNOR Procurement plan FY 2019-20
358	Multiple counties	Operations topics - content document
359	Multiple counties	OSR Curriculum Operation Sub-Committee Document Aug Final
360	Multiple counties	Pause and Reflect Presentation
361	Multiple counties	Pause and Reflect Presentation
362	Multiple counties	Policy - Summary document for the 2nd meeting Aug Final
363	Multiple counties	Procurement Plan Agriculture I I
364	Multiple counties	Procurement Plan CPSB
365	Multiple counties	Procurement Plan for the Water department FY 2019-2020
366	Multiple counties	Procurement Plan Gender and culture
367	Multiple counties	Procurement Plan Health 19-20 (3)
368	Multiple counties	Procurement Plan lands and physical planning
369	Multiple counties	Procurement Plan Livestock
370	Multiple counties	Procurement PLAN- Trade Tourism, cooperatives and Enterprise dept.
371	Multiple counties	PSM Procurement Plan FY 2019-20
372	Multiple counties	PUBLIC WORKS PROC PLAN
373	Multiple counties	Questionnaire- Group Work Session
374	Multiple counties	Review Notes of the Contents of the Finance Bill, 2019-2020
375	Multiple counties	Reviews on Garissa Finance Bill
376	Multiple counties	ROADS PROCUREMENT PLAN
377	Multiple counties	Siaya, Vihiga & Nyamira Support on Internal Audit and Financial Reporting
378	Multiple counties	Support to Kiambu, Lamu, Muranga and Turkana County in Performance Management and Performance Contracting Report
379	Multiple counties	TECHNICAL ASSISTANCE TO COUNTY ASSEMBLIES FINALIZATION OF THE DEVELOPMENT OF COUNTY ASSEMBLIES PERFORMANCE MANAGEMENT FRAMEWORK
380	Multiple counties	YOUTH AND SPORTS PROCUREMENT PLAN 2019 -2020
381	Nairobi City County Assembly	Bill Analysis - Corporations Bill
382	Nairobi City County Assembly	NCCA Progress report - July - Precious Njeru

383	Nairobi City County Assembly	NCCA Support to the Budget Office - August Progress Report
384	Nairobi City County Assembly	PC Training NCCA Women's Caucus
385	Nairobi City County Assembly	PP Schedule (Finance Bill 2019)
386	Nairobi City County Assembly	Progress Report August 2019
387	Nairobi City County Assembly	Progress Report July 2019
388	Nairobi City County Assembly	Progress Report September 2019
389	Nairobi City County Assembly	SUMMARY OF AMENDMENTS ON FINANCE BILL 2019
390	Nairobi County	First Presentation on Review of PCs and Annual Development Plan - Gender Champions Sensitization
391	Nairobi County	Legislative Development Project Progress Report - September
392	Nairobi County	Mentor's Progress Report June-July 2019
393	Nairobi County	Mentors Progress Report on Nairobi ADP
394	Nairobi County	Monthly Report - August 2019
395	Nairobi County	Monthly Report - July 2019
396	Nairobi County	Monthly Report - September 2019
397	Nairobi County	Nairobi County - The Performance Management Framework and Tools 03JULY
398	Nairobi County	Nairobi Urban Agriculture
399	Nairobi County	Report on Capacity Building for NCCG 2020-2021 ADP Public Participation
400	Nairobi County	Second Presentation on Review of PCs and Annual Development Plan - Performance Management Champions Sensitization
401	Nairobi County	Simplified guidance on Gender Mainstreaming in Performance Contracting
402	Nairobi County	Technical assistance to Nairobi City County Assembly during public participation process: Finance Bill
403	Nairobi County Assembly	Technical Assistance to Enhance Performance of Nairobi County Assembly Women Legislators
404	Nairobi County Assembly	Public Participation Framework Review; Nairobi County Assembly
405	Nandi County	Drafting of M&E Sub-County Report and Review of Data Collection Tools
406	Nandi County	Monthly Status Report from In-county Mentor
407	Nandi County	Monthly Status Report from In-county Mentor, November 2018
408	Nandi County	Monthly Status Report from In-county Mentor, October 2018
409	Nandi County	Nandi County End Year Review of 2018-2019 PCs and Preparation of 2019-2020 PCs
410	Nandi County	Preparation of FY 2017-18 Annual Progress Report

411	National treasury	National Treasury-National Policy to Support Enhancement of County own Source of Revenues (2)
412	Nyamira County	Capacity building of the Nyamira County Government on Access to Information
413	Nyamira County	County CBEF Progress Report
414	Nyamira County Assembly	CAPACITY DEVELOPMENT OF THE MEMBERS OF NYAMIRA COUNTY ASSEMBLY Program Based Budget Estimates
415	Nyamira County Assembly	CAPACITY DEVELOPMENT OF THE MEMBERS OF NYAMIRA COUNTY ASSEMBLY Scrutiny, Committee Report and Approval
416	Nyamira County Assembly	Nyamira County Assembly Capacity Building of all members on legislative procedures
417	Nyamira County Assembly	Report - Nyamira County Assembly Members and CSOs
418	Nyamira County Assembly	TECHNICAL ASSISTANCE TO COUNTY ASSEMBLIES FINALIZATION OF THE DEVELOPMENT OF COUNTY ASSEMBLIES PERFORMANCE MANAGEMENT FRAMEWORK
419	Nyamira County Assembly	Technical Assistance to Enhance Performance of Members of Nyamira County Assembly Committee On Education
420	Office of the President	Consultancy to the Office of the President, Policy and Strategy Unit - Externally Funded Portfolio Tracker - August 2019
421	Office of the President	Consultancy to the Office of the President, Policy and Strategy Unit - Private Sector Growth and Investment- September 2019
422	Office of the President	Principles of Vertical Revenue Sharing Formula in Kenya
423	Office of the President	Report on Deliverables to Office of the President - July 2019
424	Office of the President	TCF Signed
425	Senate	Progress Report of Support Offered During the Second Capacity Development of the Senate Staff
426	Senate	Rapporteurs Consolidated Report on Second Capacity Building Workshop For Staff Serving In The Senate
427	Senate	Rapporteurs Draft Report on Report on The Senate Liaison Office Support, November 2018
428	Senate	Rapporteurs Draft Report on Second Capacity Building Workshop for Staff Serving in The Senate
429	Senate	Report On The Senate Liaison Office Support October 2018
430	Senate	Report on Support to Senate Liaison Office - September
431	Senate	Senate Liaison Office, November 2018
432	Senate	Senate Liaison Office, October 2018
433	Siaya County	Review of FY 2018-19 PCs and Preparation of FY 2019-20 PCs
434	Siaya County	Siaya County Development of Annual Work Plans for 2019-2020 Performance Contracts
435	Siaya County	Siaya County Support in Preparation of ADP 2020 2021 and PM Functions

436	Siaya County	Support to County Service Delivery Unit and Evaluation of Performance Contracts
437	Tharaka Nithi County	Capacity Development of the Members of Tharaka Nithi County Assembly on Generation of House and Committee Business
438	Tharaka Nithi County	Finalization of ADP 2020-2021 and Preparation of CBROP 2019
439	Tharaka Nithi County	Monthly Status Report from In-county Mentor
440	Tharaka Nithi County Assembly	Capacity Development of Public Accounts and Investment Committee Members and Staff of Tharaka Nithi County Assembly
441	Tharaka Nithi County Assembly	Capacity Development of the Members of Tharaka Nithi County Assembly Service Board and House Leadership
442	Tharaka-Nithi county assembly	Annex IA - County Government Structure and Functions
443	Tharaka-Nithi county assembly	Annex IB - Understanding County Planning
444	Tharaka-Nithi county assembly	Annex IC- Understanding County Spatial Planning - I
445	Tharaka-Nithi county assembly	Annex ID - Understanding County Spatial Planning - II
446	Tharaka-Nithi county assembly	Annex IE - Scrutiny and Approval of County Spatial Plan
447	Tharaka-Nithi county assembly	Annex IF - Scrutiny of National Spatial Plan - Tharaka Nithi context
448	Tharaka-Nithi county assembly	Annex IG - Objective Work Planning
449	Tharaka-Nithi county assembly	Annex III - Group work report - Review of National Spatial Plan
450	Tharaka-Nithi county assembly	Report - Tharaka Nithi training on Scrutiny of the County
451	Tharaka-Nithi county assembly	TCF Tharaka Nithi County Assembly
452	Turkana County	CO Agriculture & Land Reclamation
453	Turkana County	PC - CEC Health
454	Turkana County	PC - COH
455	Turkana County	Report on Turkana PAIC 14th - 15th September 2019
456	Turkana County	TRAINING OF TURKANA COUNTY ASSEMBLY COMMITTEE ON FINANCE PLANNING & ICT
457	Turkana County Assembly	Turkana County Assembly- Mentoring and Targeted Technical Assistance On Strengthening County Public Expenditure Management Progress Report
458	Turkana County Assembly	Turkana County Assembly Speakers Panel
459	Vihiga County Assembly	Annex III - REVIEWED STANDING ORDERS
460	Vihiga County Assembly	CAPACITY BUILDING FOR VIHIGA COUNTY ASSEMBLY MEMBERS AND STAFF OF THE LIAISON COMMITTEE ON ROLES AND MANDATES
461	Vihiga County Assembly	CAPACITY DEVELOPMENT OF THE MEMBERS OF VIHIGA COUNTY ASSEMBLY County PFM Budget Cycle

462	Vihiga County Assembly	CAPACITY DEVELOPMENT OF THE MEMBERS OF VIHIGA COUNTY ASSEMBLY Program Based Budget Estimates
463	Vihiga County Assembly	CAPACITY DEVELOPMENT OF THE MEMBERS OF VIHIGA COUNTY ASSEMBLY Scrutiny, Committee Report and Approval
464	Vihiga County Assembly	Capacity Development of the Vihiga County Assembly Procedure, Rules, Powers and Privileges Committee on Review of the Standing Orders
465	Vihiga County Assembly	Report - Review of Standing Orders
466	Vihiga County Assembly	VIHIGA REPORT 1st July 2019
467	Wajir County	Gender Highlights in the CIDP and PBB
468	Wajir County	13AUG2019 Wajir CASB - Process Report
469	Wajir County	A DRAFT HEALTH SECTORAL PLAN GUIDELINES 15TH FEB 2019
470	Wajir County	A DRAFT SECTORAL PLAN PUBLIC SERVICE
471	Wajir County	Agriculture and Livestock
472	Wajir County	AHADI WAJIR POST TRAINING REPORT 2019
473	Wajir County	Annex I (A) - PEM Cycle
474	Wajir County	Annex I (B) - Programme Based budget
475	Wajir County	Annex I (C) - Scrutiny, Committee Report and Approval
476	Wajir County	Annex IV (A) - Filled Analysis of Sector compliance with the Approved CFSP ceilings
477	Wajir County	Annex IV (B) - Filled Comparison of Sector or Department allocations between FY 2018-2019 and 2019-2020
478	Wajir County	C-APR 2018-19 FY, Wajir
479	Wajir County	COUNTY PC GUIDELINES FY 2018 19 Final - 2nd August 2018
480	Wajir County	DALF PC-Final FY 2019-2020 I 1AUG2019
481	Wajir County	DALF Performance Contract PO- 2019-2020
482	Wajir County	DALF Performance Contract PO- 2019-2020
483	Wajir County	EDUCATION PC-2019-2020(Final)
484	Wajir County	EDUCATION PC-Final 2019-2020-I 1AUG2019
485	Wajir County	EDUCATION SECTORAL PLAN 2018-2028
486	Wajir County	ENVIRONMENT PC- Final FY 2019-2020-I 1AUG2019
487	Wajir County	ENVIRONMENT PC-PO- C2019-2020(Final)
488	Wajir County	Environment Sec
489	Wajir County	FINANCE PC -2019-2020-I 1AUG2019
490	Wajir County	Health PC-2019-2020(Final)
491	Wajir County	ICT Trade PC - 2019-2020
492	Wajir County	Lands PC Final- FY2019-2020-I 1AUG2019
493	Wajir County	M&E PCs Signing
494	Wajir County	Mentor's Monthly Progress Report Wajir County September 2019
495	Wajir County	Mentor's Monthly Progress Report August 2019

496	Wajir County	Mentor's Progress Report July-August 2019
497	Wajir County	Mentor's Progress Report Wajir County August 2019
498	Wajir County	Mentor's Progress Report Wajir County July 2019
499	Wajir County	Mentor's Progress Report Wajir County
500	Wajir County	PC 2018-2019 HEALTH FINAL
501	Wajir County	Performance Contracting Workshop-List of participants
502	Wajir County	PUBLIC SERVICE PC Final- FY 2019-2020-11AUG2019
503	Wajir County	Public Service PC-2019-2020(Final)
504	Wajir County	Report - Wajir Assembly Budget Committee
505	Wajir County	Report - Wajir Assembly Budget Committee CD on Scrutiny of Budget Estimates
506	Wajir County	Review of Public Participation Policy & Draft Bill Wajir County
507	Wajir County	REVIEWED FINANCE PC -PO-2019-2020
508	Wajir County	Roads PC- 2019-2020
509	Wajir County	Sectoral Plans Development Roadmap 2019
510	Wajir County	Template - APPRAISAL FORM ADOPTED BY THE PSC
511	Wajir County	TRANSFORMATIVE LEADERSHIP WAJIR JULY 2019
512	Wajir County	WAJIR ASSEMBLY SERVICE BOARD AND THE MANAGEMENT COMMITTEE PM training Day 1
513	Wajir County	WAJIR ASSEMBLY SERVICE BOARD AND THE MANAGEMENT COMMITTEE PM Training Day 2
514	Wajir County	Wajir County - The Performance Management Framework and Tools 03JULY
515	Wajir County	Wajir County CECM's PC Programme -Mombasa
516	Wajir County	WAJIR COUNTY PC DEVELOPMENT WORKSHOP FOR TOP LEADERSHIP JULY 2019
517	Wajir County	Wajir Program Training of the CASB and Management Committee NBO (1)
518	Wajir County	Water PC-2019-2020(Final)
519	BOCWA Executive Members	March 2019 Monthly Report
520	Bomet County	Support to County Executive on PBB Estimates, PLUS forward PEM Aide Memoire
521	Bomet County	BOMET INDICATOR HANDBOOK MENTORSHIP REPORT draft
522	Bomet County	County Fiscal Strategy Paper for FY 2019/2020 "Mwananchi Version"
523	Bomet County	Development of Bomet County CIDP Indicator Handbook – MAY & JUNE
524	Bomet County	Draft Bomet County Indicator Handbook for CIDP 2018-22
525	Bomet County	HANDBOOK OF COUNTY REPORTING INDICATORS FOR THE COUNTY INTEGRATED DEVELOPMENT PLAN
526	Bomet County	REPORT ON THE COUNTY FISCAL STRATEGY PAPER (CFSP) 2019/2020

527	CAF and SOCATT	Report for support to the county assemblies' forum (CAF) and society of clerks at the table (SOCATT) actualization of the outcomes of the 3rd annual legislative summit. Data gathering and compilation for legislative development
528	CENTRAL KENYA REGIONAL ECONOMIC BLOC (CEREB)	10072019-Report
529	CEREB	TECHNICAL ASSISTANCE TO THE CENTRAL KENYA REGIONAL ECONOMIC BLOC (CEREB)
530	Commission on Revenue Allocation	Draft Concept Note - OSR 101 Curriculum
531	Commission on Revenue Allocation	Executive summary - service delivery within Kenyan Cities – Access and Costs of Urban Functions, Financing of Cities
532	Commission on Revenue Allocation	Final Report - Service delivery within Kenyan Cities – Access and Costs of Urban Functions
533	Council of Governors	5th Annual Devolution Conference Report
534	Council of Governors	A REPORT OF THE TECHNICAL WORKING GROUP ON THE PROTOCOL ON PUBLICATION OF COUNTY LEGISLATION: ENGAGEMENT OF STAKEHOLDERS, NAIROBI
535	Council of Governors	COG Consolidated Fifth National Devolution Report
536	Council of Governors	COG Annual Devolution Conference Report 2018
537	Council of Governors	Concept Notes for DSG meetings. List of invitees for each DSG. DSG Analytical Report/Synthesis Report
538	Council of Governors	Consultant Report
539	Council of Governors	County Investment Corporations Bill
540	Council of Governors	COUNTY POLICY AND LEGISLATION MAPPING REPORT
541	Council of Governors	Facilitating consultations between cog and senate legal affairs committees
542	Council of Governors	Highlights of anti-corruption DSG-April 2019
543	Council of Governors	KLRC-Final Report on Review of Implementation of County Protocol
544	Council of Governors	Mentor's Monthly Progress Report June 2019
545	Council of Governors	Mentor's Monthly Progress Report May 2019
546	Council of Governors	Mentor's Monthly Progress Report
547	Council of Governors	Policy on County Economic Blocs
548	Council of Governors	Print 1-DSG Concept Template-Fight Against Corruption
549	Council of Governors	Print 2-DSG Program Template-Session Outline & Chatham Rule
550	Council of Governors	Print 3-DSG on anti-corruption, detailed program for facilitators
551	Council of Governors	Print 4-DSG-Questions for Panelists
552	Council of Governors	Print 5-DSG - Standard Invitation Letter for stakeholders
553	Council of Governors	Print 6-Format List of stakeholders
554	Council of Governors	Project proposal and background on Principles of Vertical Revenue Share Formula
555	Council of Governors	Report April 2019-to COG AHADI with Annexes

556	Council of Governors	Report on Technical Working group on review of protocol on the county legislation
557	Council of Governors	REPORT ON THE AUDIT OF NATIONAL AND COUNTY LEGISLATION AND POLICY report
558	Council of Governors	REPORT ON THE AUDIT OF NATIONAL AND COUNTY POLICY AND LEGISLATION IN THE HEALTH SECTOR
559	Council of Governors	REPORT ON THE AUDIT OF NATIONAL AND COUNTY POLICY AND LEGISLATION IN THE LAND AND PHYSICAL PLANNING SECTOR
560	Council of Governors	REPORT ON THE AUDIT OF NATIONAL AND COUNTY POLICY AND LEGISLATION IN THE NATURAL RESOURCE MANAGEMENT SECTOR
561	Council of Governors	REPORT ON THE AUDIT OF NATIONAL AND COUNTY POLICY AND LEGISLATION IN THE TRADE AND INVESTMENT SECTOR
562	Council of Governors	REPORT ON THE AUDIT OF NATIONAL AND COUNTY POLICY AND LEGISLATION IN THE URBAN DEVELOPMENT SECTOR
563	Council of Governors	REPORT ON THE AUDIT OF NATIONAL AND COUNTY POLICY AND LEGISLATION ON PUBLIC FINANCE MANAGEMENT
564	Council of Governors	REPORT ON THE CONSULTATIVE MEETING ON HARNESSING OPPORTUNITIES IN THE INTRA REGIONAL ECONOMIC BLOCS
565	Council of Governors	Report retreat on the Review of the Protocol guide on the County Legislation
566	Council of Governors	Support to cog- best practice resource centre
567	Council of Governors	TECHNICAL SUPPORT TO COG ANNUAL WORK-PLAN MEETING
568	Council of Governors	TECHNICAL SUPPORT TO COUNTY EXECUTIVE CAUCUSES' LEADERS ON PRINCIPLES AND OBJECTS OF DEVOLUTION
569	Council of Governors	THE AUDIT OF NATIONAL AND COUNTY POLICY AND LEGISLATION IN THE AGRICULTURE SECTOR
570	Council of Governors and Senate	Report on the consultative meeting between the council of governors' legal affairs, human rights, intergovernmental relations, security and foreign affairs committee and the justice, legal and human rights committee of the senate held on 26th April 2019 in Nakuru county
571	County Assemblies Forum	April Progress report on support to the CAF Secretariat
572	County Assemblies Forum	May Progress report on support to the CAF Secretariat
573	County Assemblies Forum	Monthly Status Report from CAF support Mentor
574	County Assemblies Forum	Report - Capacity Development of County Assembly Chairs & Clerks of Budget & Appropriation Committees on CFSP
575	County Assemblies Forum	Support to county assemblies forum (CAF) secretariat annual legislative summit: facilitation of summit program.
576	County Assemblies Forum	Support to the county assemblies forum (CAF) secretariat annual legislative summit moderation and facilitation of discussions on disability data and statistics

577	County Assemblies Forum	Technical assistance to the county assemblies forum (CAF) legislative study group
578	County Assemblies	COUNTY ASSEMBLY PERFORMANCE MANAGEMENT-SUGGESTED APPROACH-DRAFT 2-MW
579	County Assemblies	County Performance Management Framework Development-Process Report
580	County Assemblies	Draft 10-Road Map to the PM Framework
581	County Assemblies	DRAFT PERFORMANCE MANAGEMENT FRAMEWORK-
582	County Assemblies	Enhancing the Role of Legislatures in the Fight Against Corruption RF
583	County Assemblies	Evaluation of the impact of capacity building programmes for county assemblies based on the 2017 learning needs assessment
584	County Assemblies	FINAL EVALUATION QUESTIONNAIRE FOR COUNTY ASSEMBLIES STAFF
585	County Assemblies	FINAL EVALUATION QUESTIONNAIRE SPEAKERS, CLERKS & BUDGET COM-CHAIR
586	County Assemblies	GUIDE TO THE DEVELOPMENT OF A PERFORMANCE MANAGEMENT FRAMEWORK
587	County Assemblies	INCEPTION REPORT-PERFORMANCE MANAGEMENT FRAMEWORK FOR COUNTY ASSEMBLIES
588	County Assemblies	PERFORMANCE MANAGEMENT FRAMEWORK GUIDING NOTES FROM THE NATIONAL PARLIAMENT EXPERIENCE
589	County Assemblies Forum	Activity report - Fourth Planning Committee Planning Meeting (Legislative Summit)
590	County Assemblies Forum	CAF Report on Strategic Plan Review
591	County Assemblies Forum	CAF Secretariat support - Progress Report (11th Jan to 7th Feb)
592	County Assemblies Forum	CAF Secretariat support - Progress Report (8th Feb-28th Feb 2019)
593	County Assemblies Forum	Constitutional reform agenda issues
594	County Assemblies Forum	County Fiscal Strategy Paper - Assembly Approval
595	County Assemblies Forum	County PFM Architecture and role of players - presentation
596	County Assemblies Forum	Evaluation of the Impact of Capacity Building Programmes by AHADI and/or CPST for County Assemblies Based on the Learning Needs Assessment
597	County Assemblies Forum	Final Legislative Study Group Concept
598	County Assemblies Forum	FORM FOR PROPOSER AND SECONDEES
599	County Assemblies Forum	Legal Underpinning of Planning
600	County Assemblies Forum	March Progress Report CAF Support
601	County Assemblies Forum	May-June Report
602	County Assemblies Forum	Objective Work Planning
603	County Assemblies Forum	PEM Cycle
604	County Assemblies Forum	PROGRESS REPORT – CAF Secretariat support (1st March – 29th March 2019)
605	County Assemblies Forum	Proposed County Assemblies' Performance Management Framework

606	County Assemblies Forum	Report of CAF Support July 2019
607	County Assemblies Forum	Report of CAF Support June 2019
608	County Assemblies Forum	Rules and Regulations Governing Conduct of CAF Elections - Approved
609	County Assemblies Forum	Senate Liaison Office Report
610	Garissa County	Annex 3 Garissa EVALUATION WORKSHOP4
611	Garissa County	Annex 4 Challenges to effective implementation of plans
612	Garissa County	Annex 5 importance of planning
613	Garissa County	Annex 6 garrison action plan report
614	Garissa County	CFSP
615	Garissa County	COUNTY FISCAL STRATEGY PAPER – Framework, Content & Approval Process
616	Garissa County	Final Garissa County M&E Draft policy
617	Garissa County	Framework for Accountability and Results in Garissa County – Implementation Review and Forward Planning
618	Garissa County	GARISSA COUNTY CIDP PRIORITIES IMPLEMENTATION RESULTS FRAMEWORK MATRIX, 2019-2020
619	Garissa County	GARISSA COUNTY INDICATOR HANDBOOK - DRAFT
620	Garissa County	GARISSA COUNTY ROAD AND TRANSPORT STRATEGY
621	Garissa County	Garissa Energy Sector Plan
622	Garissa County	Garissa Evaluation Workshop Report May 2019 Final (1)
623	Garissa County	Mentor's Monthly Progress Report Garissa County May 2019
624	Garissa County	Mentor's Monthly Progress Report May 2019
625	Garissa County	Mentor's Progress Report May-June-2019
626	Garissa County	MENTOR's REPORT APRIL 2019 Garissa PBB Estimates
627	Garissa County	Monthly Report- Garissa County Assembly, June 2019
628	Garissa County	Report - Capacity Development of County Assembly Chairs & Clerks of Budget & Appropriation Committees on CFSP
629	Garissa County	Review Draft M&E Policy
630	IGRTC	FINAL DRAFT IGRTC COMMUNICATION STRATEGY
631	IGRTC	ALTERNATIVE DISPUTE RESOLUTION IN INTERGOVERNMENTAL RELATIONS - PRESENTED AT THE INTERGOVERNMENTAL RELATIONS WORKSHOP, KISUMU
632	IGRTC	HE ROLE OF COUNTY GOVERNMENTS IN CIVIC EDUCATION AND PUBLIC PARTICIPATION
633	IGRTC	IGRTC SUPPORT ON INSTITUTIONAL DEVELOPMENT AND STRENGTHENING - April
634	IGRTC	IGRTC SUPPORT ON INSTITUTIONAL DEVELOPMENT AND STRENGTHENING - June
635	IGRTC	IGRTC SUPPORT ON INSTITUTIONAL DEVELOPMENT AND STRENGTHENING - May

636	IGRTC	IGRTC workshop rapporteur report-Cost unbundling transfer of functions
637	IGRTC	IGRTC workshop rapporteur report-Legal gaps in Devolution and IGR functions
638	IGRTC	IGR-Workshop rapporteur report-Civic Education and Public Participation
639	IGRTC	INTER- AND INTRA -GOVERNMENTAL RELATIONS IN SERVICE DELIVERY IN KENYA'S DEVOLVED SYSTEM OF GOVERNMENT
640	IGRTC	Intergovernmental Relations concept and best practice
641	IGRTC	INTERGOVERNMENTAL RELATIONS TECHNICAL COMMITTEE - DRAFT COMMUNICATION STRATEGY
642	IGRTC	INTERGOVERNMENTAL RELATIONS WORKSHOP - HELD ON 3RD TO 5TH DECEMBER 2018, KISUMU COUNTY 4TH DECEMBER, 2018
643	IGRTC	PROGRAM MANAGEMENT CONSULTANT REPORT MARCH, 2019
644	Isiolo County	CE Messages for Budget Estimates- Isiolo CA
645	Isiolo County	EXPENDITURE ESTIMATES FOR FY2019-20
646	Isiolo County	Isiolo County - Highlights on the PPADA Act 2015
647	Isiolo County	Isiolo County - Procurement Training Programme
648	Isiolo County	Isiolo County - Reference guide on the PPADA Act 2015
649	Isiolo County	Isiolo County - Template - Sample Procurement Process
650	Isiolo County	Isiolo County - Template - Sample Reporting Template
651	Isiolo County	ISIOLO COUNTY ASSEMBLY
652	Isiolo County	ISIOLO COUNTY COMMUNITY WILDLIFE CONSERVANCIES BILL, 2019 – draft 2
653	Isiolo County	Isiolo County Tourism and Wildlife Policy Development Inception and Situation Analysis Report
654	Isiolo County	ISIOLO PBB- FY 201920-FINAL
655	Isiolo County	Mentor's Monthly Progress Report May 2019
656	Isiolo County	Mentor's Monthly Progress Report June 2019
657	Isiolo County	Mentor's Monthly Progress Report
658	Isiolo County	Mentors Monthly Report. May 2019 CC Champions
659	Isiolo County	PBB Consultation Tool for Isiolo MCAs- 13 June 2019
660	Isiolo County	Presentation - Situation Analysis Validation
661	Isiolo County	Program for CEPP Fora
662	Isiolo County	PROPOSED PROJECTS FOR FY 2019-20
663	Isiolo County	Public Views on the 2019-2020 Budget Estimates
664	Isiolo County	SIMPLIFIED PBB 2019.2020- 17 June 2019
665	Isiolo County	Support to Isiolo County Assembly- June 2019
666	Isiolo County	THE ISIOLO COUNTY TOURISM AND WILDLIFE BILL, 2019 – draft 2
667	Isiolo County	THE WILDLIFE CONSERVATION AND MANAGEMENT ACT - draft

668	Isiolo County	TOR for SWG and Report Formats
669	JKP	19072019-JKP - AHADI Report June 2019-I-EN01
670	JKP	FINAL Jumuiya Ya Kaunti Za Pwani Bill
671	JKP	INVITATION TO A CONSULTATIVE MEETING ON HARNESSING OPPORTUNITIES WITHIN THE REGIONAL BLOCS
672	JKP	JABEIC 2018 Concept Note
673	JKP	JKP - Cooperation Accord Draft
674	JKP	JKP -AHADI - Advisor Report-
675	JKP	TECHNICAL ASSISTANCE TO THE JUMUIYA YA KAUNTI ZA PWANI SECTOR PILLARS
676	Kakamega County	Kakamega County Budget 2019/20: Discussions between the Executive and County Assembly
677	Kakamega County	Budget Support - Development and Refinement of Budget Performance Indicators - Kakamega ~May 2019
678	Kakamega County	Kakamega County Budget 2019/20: Discussions between the Executive and County Assembly – Kakamega ~ May 2019
679	Kenya Law Reform Commission	Implementation and review of protocol on publication of county legislation
680	Kenya School of Government	County Induction Training Manual-EG I
681	Kenya School of Government	E&I Participant Manual Operational Officers
682	Kenya School of Government	E&I Participant Manual Supervisors
683	Kenya School of Government	E&I Participant Manual Top Management
684	Kenya School of Government	E&I Trainer Guide Operational Officers
685	Kenya School of Government	E&I Trainer Guide Supervisors
686	Kenya School of Government	E&I Trainer Guide Top Management
687	Kenya School of Government	Operational Officers Curriculum
688	Kenya School of Government	Reference Manual E&I
689	Kenya School of Government	Supervisors curriculum
690	Kenya School of Government	Top Management Curriculum
691	KEPSA	Support to KEPSA Multi Sectoral Initiative Against Corruption
692	KEWOSA	Achieving Gender Equality in Political: Integrating Gender Issues in the Referendum Debate
693	KEWOSA	BREAKFAST MEETING FOR WOMEN SENATORS TO DISCUSS THE TWO-THIRDS GENDER PRINCIPLE AND REPRESENTATION BY WOMEN

694	Kiambu & Murang'a Counties	Kiambu and Murang'a Counties MTEF Sector Reporting & Induction of SWGs
695	Kiambu & Murang'a Counties	Kiambu and Murang'a Counties SWG and CFSP Report
696	Kiambu & Murang'a Counties	Kiambu and Muranga Sector Working Group Mentor Report
697	Kiambu & Murang'a Counties	Monthly Status Report from In-county Mentor; Kiambu and Muranga, May 2018
698	Kiambu county	Support to Kiambu County on Sector Reports and 2019/20 County Fiscal Strategy Paper
699	Kisii County	Change Management - Presentation
700	Kisii County	Kisii County Government Structure
701	Kisii County	Kisii County Performance Management Unit Capacity Building Workshop
702	Kisii County	PC-Quarterly Reports - presentation
703	Kisii County	Performance Monitoring, Reporting - presentation
704	Kisii County	Scoping Visit and Action Planning Meeting with County Officials on M&E - June
705	Kisii County	Technical Assistance on Strengthening Citizen Engagement in Counties Integrated Development Plans and Public Expenditure Management
706	Kisii County Assembly	Technical assistance to enhance performance of the liaison committee of Kisii county assembly
707	KNBS	KNBS-FINAL LIST OF PROPOSED SUSTAINABLE DEVELOPMENT GOAL INDICATORS (I)
708	Lake Region Economic Bloc	A report on the proceedings of the lake region economic bloc trade, investment & blue economy conference
709	Lake Region Economic Bloc	Consultant Report May 2019
710	Lake Region Economic Bloc	Lake Region Economic Bloc - Water and Climate Change
711	Lake Region Economic Bloc	Lake Region Economic Bloc -Final Conference Lake Region Economic Bloc Report -
712	Lake Region Economic Bloc	Lake Region Economic Bloc Water Pillar Programme Kericho
713	Lake Region Economic Bloc	Lake Region Economic Bloc-Health Pillar workshop Nandi County Report-
714	Lake Region Economic Bloc	Report for the Lake Region Economic Bloc Trade and industrialization Pillar Resource Mapping
715	Lake Region Economic Bloc	REPORT ON THE SUPPORT TO THE IMPLEMENTATION OF IDENTIFIED
716	Lake Region Economic Bloc	Technical assistance to lake region economic bloc during the write shop workshop for Lake Region Economic Bloc trade investment and blue economy conference report in Kisumu
717	Lake Region Economic Bloc	TECHNICAL ASSISTANCE TO THE INAUGURAL LREB TRADE, INVESTMENT AND BLUE ECONOMY CONFERENCE; 1. Collaborative approaches to mitigating hindrances to trade and investment in the region & 2. Cross Cutting Themes
718	Lake Region Economic Bloc	TECHNICAL ASSISTANCE TO THE INAUGURAL LAKE REGION ECONOMIC BLOC TRADE INVESTMENT AND BLUE ECONOMY CONFERENCE

719	Lake Region Economic Bloc	THE INAUGURAL Lake Region Economic Bloc TRADE INVESTMENT AND BLUE ECONOMY CONFERENCE; 1. Health Symposium, 2. Communique & 3. Paper Presentations
720	Lake Region Economic Bloc	THE INAUGURAL Lake Region Economic Bloc TRADE INVESTMENT AND BLUE ECONOMY CONFERENCE; Trade and investment opportunities in the Lake Region & Transforming the Lake Region through the Big 4 Agenda
721	Lake Region Economic Bloc	the lake basin economic bloc trade investment & blue economy conference 2018; i. Integration and Optimization of Shared Resources & ii. Collaborative approaches to sustainable utilization of shared Natural Resources
722	Lamu and Machakos Counties	Monthly Status Report from In-county Mentor, Lamu & Machakos June 2019
723	Lamu County	Lamu County Preparation of County Fiscal Strategy Paper
724	Lamu County	Support to Lamu County in Performance Management and Performance Contracting Report – Lamu County ~ April 2019
725	Lamu County Assembly	FUNCTIONS & MANDATE OF THE COUNTY ASSEMBLY SERVICE BOARD, MANAGEMENT STRUCTURE
726	Legislative Summit	4th Annual Legislative Summit
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The USAID Policy Index is provided in a separate attachment.

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