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**Meeting in the Council for Development Policy on 13 October 2022**

Agenda Item No. 3

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| <b>1. Overall purpose:</b>                          | <i>For discussion and recommendation to the Minister</i> |
| <b>2. Title:</b>                                    | Support to Inclusive Refugee Responses in Kenya 2022-25  |
| <b>3. Presentation for Programme Committee:</b>     | 18 August 2022   |
| <b>4. Previous Danish support presented to UPR:</b> | No, this is the first presentation to UPR                |

## Support to Inclusive Refugee Responses in Kenya, 2022-25

<b>Key results:</b> <ul style="list-style-type: none"> <li>- Alliance of partners in support of inclusive refugee responses has ensured better and wider impact on resilience of refugees and host communities in Turkana county, Kenya.</li> <li>- Capacity of GOK to operationalise its commitment to inclusive responses to forced displacement, including through KISEPD II is improved.</li> <li>- Improved self-reliance through economic opportunities, along with strengthened climate adaptation for refugees and hosts.</li> </ul> <b>Justification for support:</b> <p>The response to the protected displacement situation in Turkana County has to a large extent been purely humanitarian. The adoption of the new Refugee Act, learnings from KISEPD I and the planning of KISEPD II create new opportunities to promote sustainable and long-term approaches for strengthening resilience of refugees and hosts communities. Partnership with the GoK will be at the centre and the Programme supports promotion of Kenyan priorities in the new Refugee Act and the CRRF while also promoting Danish priorities in terms of addressing resilience, nexus, localisation, gender and climate transformation approaches.</p> <b>Major risks and challenges:</b> <ul style="list-style-type: none"> <li>- Discontinued political support for implementation of new Refugee Act – risk will be mitigated partly by the programme activities.</li> <li>- Increased droughts and insecurity – focus on resilience building will partly address this risk.</li> </ul>	<b>File No.</b>	F2 2020-19670				
	<b>Country</b>	Kenya				
	<b>Responsible</b>	Danish Embassy Nairobi/HCE				
	<b>Sector</b>					
	<i>DKK million</i>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
	<b>Commitment</b>	50				50
	<b>Projected</b>		50	100		150
	<b>Duration</b>	36 months				
	<b>Finance Act</b>	06.32.10.16				
	<b>Head of unit</b>	Ole Thonke/Mette Thygesen				
	<b>Desk officer</b>	Mette Voetmann Melson/Katrine Siig Kristensen				
	<b>Reviewed by</b>	Charlotte Rosen				
	<b>Relevant SDGs</b>					
						
						
						

### Objectives for stand-alone programme:

To enhance self-reliance, resilience, and long-term stability for refugees and host communities in especially Turkana County by supporting Kenya's national and locally led development efforts to improve access to inclusive basic social services, thereby contributing to a reduction in inequality and poverty.

### Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
<b>Indicate 0, 50% or 100%</b>				
<b>Project 1</b>			0	0
<b>Project 2</b>	50%		0	0
<b>Project 3</b>	100%		0	50%
<b>Total green budget (DKK)</b>	84 million		0	25 million

Project	Partner	Budget: mill. DKK
1. Strengthening GOK institutional capacity	GOK, CSO/TA	27
2. Support to Turkana County Gov./KISEDP 2	Turkana/UNHCR	88
3. Self-reliance/resilience support	CSO/TA Consortium	50
TA, Monitoring, Review, Audit		10
Unallocated		25
<b>Total programme support</b>		<b>200</b>

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## List of Acronyms

ASALs	Arid and Semi-Arid Lands
CIDP	County Integrated Development Plan
CRRF	Comprehensive Refugee Response Framework
CSO	Civil Society Organization
DAC	Development Assistance Committee
DKK	Danish Kroner
DPs	Development Partners
DRDIP	Development Response to Displacement Impacts Project
DRS	Department of Refugee Services
EDE-CPF	Ending Drought Emergencies Common Programme Framework
ELK	Evaluation, Learning, and Quality (department)
GRF	Global Refugee Forum
GOK	Government of Kenya
HCE	Humanitarian, Civil Society, and Engagement (department)
HDP	Humanitarian-Development-Peace
HRBA	Human Rights Based Approach
IFC	International Finance Cooperation
IFU	Investment Fund for Developing Countries
KISEDIP	Kalobeyei Integrated Socio-Economic Development Plan
LNOB	Leaving No One Behind
MEAL	Monitoring, Evaluation, Accountability and Learning
MFA	Ministry of Foreign Affairs
MOV	Means of Verification
MTF	Medium-Term Plans
NGO	Non-Governmental Organisations
ODA	Official Development Assistance
PiU	Project Implementation Unit
PROSPECTS	Improving prospects for refugees and migration cooperation
ReDSS	Regional Durable Solutions Secretariat
SDGs	Sustainable Development Goals
SPA	Strategic Partnership Agreement
TA	Technical Assistance
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
WASH	Water, Sanitation, and Hygiene
WB	World Bank
WFP	World Food Programme

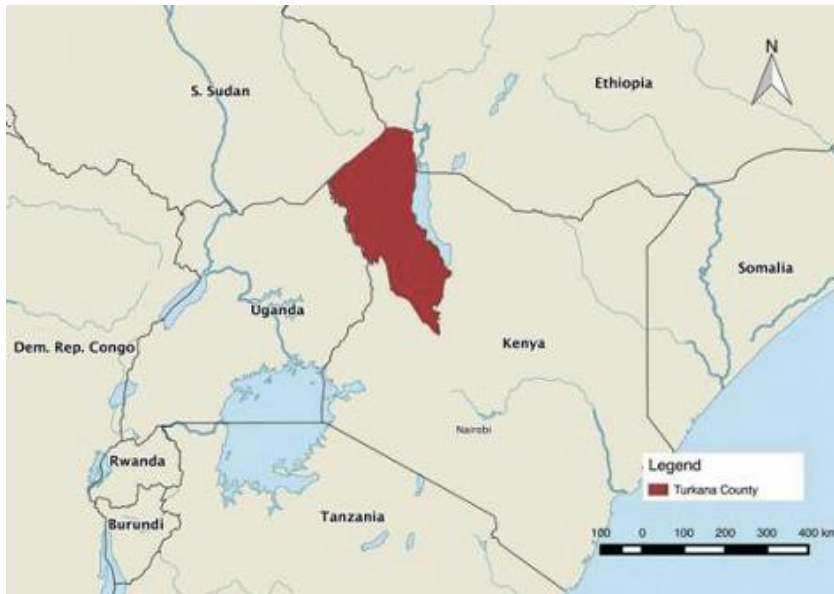
# 1. Introduction

This Programme document outlines the background, rationale and justification, objectives and management arrangements for the Programme: “Support to inclusive refugee responses in Kenya 2022-25”, as agreed between the parties: The Government of Kenya (GOK) and the Danish Embassy, Nairobi. The Programme document is an annex to the legal bilateral agreements with the implementing partners and constitutes an integral part hereof together with the documentation specified below. “The Documentation” refers to the Programme document and the project documentation for the three supported project interventions.

By applying a humanitarian-development nexus approach, the programme attempts to respond to the protracted forced displacement situation in Kenya, and specifically in Turkana County. The programme explores new ways of working with focus on longer term development and collective outcomes. In that context, the programme provides support to the implementation of Kenya’s new Refugee Act (2021) where the Government of Kenya (GOK) takes a leading role in service provision, and improved rights for refugees to work and settle in designated refugee hosting counties. Also, and in line with SDG 17, the programme includes a public private alliance between the Ministry of Foreign Affairs of Denmark and three Danish philanthropic foundations, namely Lego Foundation, Novo Nordisk Foundation and Poul Due Jensen/Grundfos Foundation, contributing to the same overall vision. A strategic vision paper has in this regard been formulated by the alliance (see annex 10).

## 2. Context, strategic considerations, rationale, and justification

### 2.1 Context



Map of Kenya with Turkana County marked in red. The major refugee hosting area of Turkana is in northwest of the County (in Turkana West Sub-county).

The geographic focus of this Programme will be Turkana County including the refugee hosting areas of Kakuma and Kalobeyi in Turkana West Sub-County. The Programme will, in addition, have support- activities at national level in Kenya.

Located in the Northwest of Kenya, Turkana County borders Uganda to the west, South Sudan to the north and Ethiopia to the northeast. With an area of 71,597.6 sq.km, it is second largest of the 47 counties and accounts for 13.5 per cent of the total land area of Kenya. Its topography consists of arid and semi-arid landscapes, making it one of the arid and semi-arid (ASAL) counties of Kenya.

The 2019 Population and Housing Census puts the population of Turkana County at 926,976, and that of Turkana West Sub-county at 239,627. These figures do not include refugees, who are estimated at around 230,000 and accounting for 40% of the refugee population in Kenya. The refugees reside in Kakuma camp and Kalobeyei Settlement within Turkana West Sub-County and constitute close to 50% of the population of the Sub-County. Kakuma Camp was established in 1992 and is the second largest refugee camp in Kenya after Dadaab, a refugee camp in Garissa County. The unstable situation in the Horn of Africa and the Great Lakes Region has resulted in a continuous flow of refugees to Kakuma for the past three decades, and the situation is unlikely to change in the foreseeable future. Humanitarian interventions in the area are and have been substantial.

Turkana County is a particularly difficult and challenging context for livelihoods security, socio-economic development, and provision of services for both host communities and refugees. Water scarcity and climate change is experienced first-hand through increased climate variability with higher chances of droughts and floods. People living in the County are seeing their resilience being undermined. 80% of the county is categorized as arid or very arid, rain patterns and distribution are erratic and unreliable, and it is considered the poorest among the 47 counties in Kenya, with nearly 88 percent of the population living below the poverty line, earning less than two US dollars per day<sup>1</sup>. In comparison, on a national level, about 45 % of the population lives below the poverty line. Given the situation of the County, the population's resilience is the most crucial aspect of the needed building of climate adaptation capacities.

Historically, nomadic pastoralism has been the main land use, livelihood and production system for the population of Turkana County. In recent years, however, this livelihood system has come under immense pressure. A combination of population growth, climate change, drought and environmental degradation has greatly undermined the potential of pastoralism as a basis for sustainable livelihoods. Increasingly, a significant proportion of households in Turkana County are reported to be sourcing most of their food from market purchase rather than from livestock products. In addition, very few viable livelihoods alternatives exist due to the arid environment and the marginal location of the County within Kenya. As a result, there are high levels of poverty and food insecurity among the population. These constraints apply to both host communities and refugees, although especially acute for host communities.

#### *Refugee response, challenges and opportunities in Turkana*

Concerned about the impact of the protracted humanitarian aid delivery model on relations between refugee and host communities, the County Government of Turkana partnered with UNHCR and the World Bank to host the Turkana Roundtable on the Integration of Refugees and Host Community Economies in November 2014. Participants at the Roundtable agreed on the need for a different approach to programming for delivery of assistance to refugees. In particular, they called for an integrated approach to delivery of social services and other forms of support to ensure that both refugees and host communities share in the benefits of such assistance. In June 2015, the continued influx of refugee resulted in the Turkana County Government, at the request of the National Government, allocating a site about 40km northwest of Kakuma for the Kalobeyei settlement.

The County Government partnered with UNHCR and other agencies to develop Kalobeyei Integrated Social and Economic Development Programme (KISED) as a multi-agency collaboration that brings together the government, UN agencies, development actors, NGOs, private sector and civil society to build sustainable services and economic opportunities in Kalobeyei for the benefit of both refugees and the host community. Acknowledging that attaining self-reliance is a long-term objective, KISED aimed at transforming the humanitarian assistance model to a more development-oriented approach that will enhance the self-reliance of refugees and host communities through improved livelihood opportunities and inclusive government-led service delivery. It is to be implemented in three phases over the period 2018 to 2030 and is aligned to the timeframes of the County Integrated Development Plan (CIDP) as well as the Medium-Term Plans (MTPs) for Kenya Vision 2030.

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<sup>1</sup> [Kenya's poverty-stricken Turkana district dreams of oil wealth | Reuters](#)

Opportunities for implementation of KISED P and the approach to integrated service delivery for refugees and host communities have been strengthened by policy and legislative reforms at the national level. This includes the adoption of Kenya's Comprehensive Refugee Response Framework (CRRF) in October 2020, and the new Refugees Act, which came into force on 23<sup>rd</sup> February 2022. The act provides for an elaborate administrative framework for refugee affairs headed by the Department of Refugee Services (DRS) directed by the Commissioner for Refugee Affairs. DRS has the overall responsibility for administration of all matters relating to asylum seekers and refugees, including coordination of related activities and programmes. The Act mandates the DRS to promote durable solutions for refugees granted asylum in Kenya; manage refugee designated areas and facilities; and initiate, in collaboration with the development partners, projects that promote peaceful and harmonious co-existence between the host communities and refugees.

#### The Refugee Act

The formulation of this Programme has been motivated in particular by the provisions of section 34 of the new Refugees Act, which provides for integration of refugees into communities in the areas designated as refugee hosting areas by ensuring shared use of public institutions, facilities and spaces and sensitizing host communities about the presence of refugees. To facilitate such integration, the Act mandates the Commissioner for Refugee Affairs to liaise with the national and county governments to ensure that development and environmental management plans take the interests of refugees into account. The new Refugees Act makes the framework for integrated development for refugees and host communities more relevant and gives the GOK further mandate and obligations for provision of inclusive social services in refugee hosting areas. The Act is supported by the so-called "Marshall plan for Refugee Management in Kenya", a plan that contributes to setting the scene for implementation of the new Act and plan that is progressing towards Cabinet approval. This Programme will contribute to the implementation of the Act and the Marshall Plan by providing financial and capacity building support to GOK at the national level as well as specifically to enable the County Government to play its rightful role in providing the integrated services to refugees and host communities in Turkana County.

A fundamental context for the Programme is the status of the devolution in Kenya, and specifically in Turkana County. The introduction of devolved government with executive and legislative powers, and structures of political authority at county, sub county, ward and village levels addressed major concerns that had historically undermined development of Turkana and other ASAL communities. The Constitution articulates objects of devolution that include: to recognize the right of communities to manage their own affairs and further their development; to protect and promote the interests and rights of minorities and marginalised communities; to ensure equitable sharing of national and local resources throughout Kenya; and to facilitate the decentralization of State organs functions and services. By bringing authority and decision-making to the local level, devolution makes it possible for communities to set their priorities and to engage directly in governance and development planning.

The distribution of functions between the National and County Governments is specified in the Fourth Schedule to the Constitution. Agriculture and health services are fully devolved functions, while water provision and education are shared functions. In the water sector, county governments are mandated to implement national government policies on water and soil conservation, to manage storm water in built up areas, and to provide water and sanitation services at the county level. In the education sector, county governments are responsible for pre-primary education, village polytechnics, homecraft centers and childcare facilities. Although county governments are not responsible for primary and secondary education, they allocate substantial resources to award scholarships to needy students at these levels.

In the exercise of devolved functions, county governments work closely with sector ministries of the national government, which are responsible for policy and standards, provide technical support for capacity development, and monitor and evaluate performance. The Intergovernmental Relations Act provides the framework for consultation and cooperation between the two levels of government and as articulated in Article 6(2) of the Constitution "The governments at the national and county levels are distinct and inter-



dependent and shall conduct their mutual relations on the basis of consultation and cooperation". This means that even a national government institution such as the DRS is under constitutional obligation to work with the relevant departments of the county government even though it reports to the national government.

The planned designation of Kakuma as a Municipality will add an additional layer of governance, with implication for planning and implementation of service delivery. The designation of municipalities is governed by the Urban Areas and Cities Act<sup>2</sup>. It will result in the establishment of a Board and appointment of a manager to coordinate service delivery in the context of an integrated development plan for the city of Kakuma. These frameworks will also require support to develop the capacities for effective delivery of inclusive refugee responses, and the Programme will need to work with them.

Turkana County has been a major beneficiary of devolution, especially in the amount of revenue it has received from the Exchequer since 2013. Out of the 47 Counties, Turkana has consistently received the largest amount of devolved funds, an average of Kshs. 10.5 billion per year, marking a significant change from previously. While progress has been made over the period, county governments still face challenges in the management of financial resources. A recent World Bank review<sup>3</sup> noted a number of weaknesses in county planning and budgeting processes. The review flagged "an absence of sectoral guidance on how to finance, budget, manage, monitor and report on funds for service delivery, including generating and using assets". The Programme will take these findings into account in designing the support to institutional capacity development of the Turkana County Government.

## 2.2 Development problems to be addressed

The programme aims to improve resilience and build climate adaptation capacity for refugees and host communities in Turkana County through enhanced opportunities for self-reliance, resilience and provision of social services. The County, which has hosted refugees for a long period, faces many challenges in ensuring access to services, livelihoods security and development opportunities for both the refugees and host communities.<sup>4</sup>

The context of Turkana with recurrent droughts forces host communities to move long distances with their animals in search of food and water, triggering violent clashes with the neighboring Pokot and other pastoralist communities across the border in Uganda, Ethiopia, and South Sudan. Further, high evaporation and low agricultural productivity have created high levels of poverty, food insecurity and malnutrition. At the height of droughts up to three quarters of the population of Turkana County depends on humanitarian and food aid to survive<sup>5</sup>. While provision of food relief and other forms of humanitarian assistance is necessary and critical for refugees and in times of drought and other climate related emergencies, the context of continued presence of refugees and recurrent droughts in Turkana County has contributed to fostering a preponderance of humanitarian interventions at the expense of long-term development support. This is despite attempts, including the relatively new KISED, at creating more durable solutions for refugees and hosts.

A combination of poor infrastructure and the expansive landscape makes it difficult for both state and non-state development actors to reach the majority of the people living in rural areas and to impact on their livelihoods. Lack of "access to basic services, poverty, inequality, recurring droughts, inadequate water, and

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<sup>2</sup> No. 13 of 2011

<sup>3</sup> "Making Devolution Work for Service Delivery in Kenya", World Bank Group, 2022

<sup>4</sup> Resilience is defined as the ability of people (refugees and hosts) to withstand and overcome shocks and difficult circumstances and to either ensure survival or to bounce back on a positive development trajectory. Resilience is a fundamental ability of people for them to achieve positive development outcomes. Addressing resilience includes addressing several dimensions of poverty. Further, resilience is the most central aspect in building of climate adaptation capacity of affected populations. Addressing self-reliance is also a key aspect of the Programme. Self-reliance is defined as the ability of refugees and host communities to rely on their own efforts and abilities in securing their livelihood and economic development.

<sup>5</sup> Food Security Master Plan for Turkana County, 2012

lack of infrastructure continue to affect the population”<sup>6</sup>. These factors have direct bearing on livelihoods security and access to development opportunities for refugees and host communities alike. However, because refugee communities receive free shelter, food, firewood, and health care, refugees are on average relatively better off than host communities. This underscores the importance of addressing gaps in access to social services between refugees and host communities.

Turkana West Sub-County, hosting the majority of the refugees, has been described as “an impoverished, and semiarid location”<sup>7</sup>, and whose health and development indicators are reported to be “among the worst globally”<sup>8</sup>. Turkana County has, as a whole, a Human Development Index (HDI), which is among the lowest in Kenya at 0.37 against a national average of 0.59. Refugees and host communities share many of the challenges to resilience, which result from a combination of a complex ecological reality including climate change, inappropriate development policies, and equally inappropriate programmes and projects that fail to build on and valorise local and traditional productive practices.

The overall development problem of limited resilience and self-reliance of refugees and host communities can be understood through a number of associated problems, including:

- the constraints associated with limited capacities, institutional mechanisms, and resources, especially among GOK stakeholders, to implement the various aspects of the new Refugee Act, have resulted in the currently limited role of GOK-implementation in refugee hosting areas and by the call for support as expressed by various GOK documents,
- the limited funding directed/available from GOK to implement inclusive refugee responses,
- the limited institutional capacity and lack of effective support to the County Government of Turkana has resulted in the limited link between desired GOK-functions, access to funding and limited progress of localisation.
- the continued difficulties in changing the humanitarian modes of delivery towards longer-term development in refugee hosting areas,
- the limited future options for sustaining basic social service delivery in refugee hosting areas,
- the limited availability of prioritised and agreed activities in support of self-reliance,
- the limited gender equality experienced by many women in the area,
- and the limited availability of sufficient responses, where climate adaptation is effectively integrated.

Root causes behind these development problems include: The limited resources available, as compared to the sheer scale of the task, to address the many and diverse problems of refugees and host communities; The often delicate balance and political negotiation processes needed when addressing issues that include refugees; And the generally very challenging conditions and risks in the area for doing longer-term development.

#### *Sector focus of the programme*

The Programme will include sector specific support targeting education, health, water, and self-reliance/livelihoods, which are critical to enhance resilience and livelihoods security and for spurring socio-economic development. The sectors have their more specific development problems as follows.

**Development problems related to education sector.** Education is prioritized as a means under Kenya Vision 2030 as one of the foundations for socio-economic transformation. Substantial investments have been made in education in Turkana County since 2013, resulting in important improvements in education indicators over the following five years, including increase in number of primary schools (from 315 to 389), secondary schools (from 32 to 56) primary teachers (from 1324 to 1701), secondary teachers (from 110 to 392) and enrollment (pupils up 50.000). Literacy levels in the county have increased from 22.2% to 42%. These commendable achievements notwithstanding, challenges persist. Refugees’ and hosts’ educational attainment and

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<sup>6</sup> KISED Progress Report, July 2019 – June 2021, p.6

<sup>7</sup> Understanding the Socioeconomic Conditions of Refugees in Kenya, Volume B: Kakuma Camp: Results from the 2019 Kakuma: Socioeconomic Survey, p.3

<sup>8</sup> Kenya Demographic and Health Survey 2008/2009

secondary school attendance rates are still low compared to national averages, although lower for hosts and girls of both communities. Generally speaking, refugees tend to have better access to education, and constitute 70 per cent of school enrolment in Turkana West Sub-County. Most refugees of school going age are enrolled in primary schools, as compared to less than half of the host communities. Integration of education services provision to refugees and host communities including the foreseen transitions toward GOK-led delivery of education services, will pose additional challenges in terms of human resources, infrastructure and equipment, creating need for increased support. Schools in refugee hosting areas are still largely being managed by humanitarian agencies, staffed with teachers outside the GOK system and are as such not integrated with the GOK system. The above signifies serious development problems, and it stresses the need of ensuring focus on delivery of education to host communities and refugees in line with the strategy of integrated service delivery.

**Development problems related to the health sector.** Although significant progress has been recorded in health services provision in Turkana County over the past decade, there are still many challenges, which will increase when service provision to host communities and refugees are integrated. The doctor-population ratio stands at 1:20 000, the nurse-population ratio is 1:2310, and the average distance to the nearest health facility was 35 km in 2017. All these fall below national averages. This in a context where up to 81.7% of the population depend on public health service provision. Delivery of health services in the refugee hosting areas are dominated by health delivery by humanitarian agencies, and although partly aligned with GOK procedures, delivery has a very limited involvement of the mandated GOK authorities. Long term sustainability of the health services is at stake. Going forward, Turkana County Government, UNHCR and other stakeholders are working on modalities to integrate refugee and host communities' health service provision by bringing services currently provided by UNHCR and other humanitarian partners in refugee hosting areas within the County health system. The County Government and UNHCR has also started to introduce Universal Health Care in the county, including in Kakuma camp and Kalobeyei settlement. These processes will require substantial support.

**Development problems in the water sector.** Although refugees report persistent water shortages as their primary concern, they have nearly universal access to improved drinking water, thanks to the work of NGOs on water services provision in the refugee camps. In comparison only 63 per cent of residents of Turkana County have access to improved water sources. An evaluation in 2019 found that 99.9 percent of Kakuma camp residents collect water from protected or treated sources, although the quantities of water available may not be sufficient<sup>9</sup>. Provision of water to host communities is considered to be most critical. Water in the refugee hosting areas is largely delivered by humanitarian agencies with limited application of GOK procedures, and for most interventions, with limited involvement of the mandated government authorities. As provision of water services is a devolved function, Turkana County Government needs substantial support to effectively deliver on this mandate to serve host communities and refugees alike. It should be recognised that the transition towards County Government delivery will take substantial time.

**Development problems in self-reliance/livelihoods sector(s).** Development of economic activities and livelihoods including socio-economic integration and local economic development in the refugee hosting areas and beyond in Turkana County has mainly been undertaken within a humanitarian support modality. The regulatory environment for, especially refugee business/economic development, is a challenge that inhibits economic development. More frequent droughts and a generally hostile climate for land-based production systems are a major factor in the problems faced in supporting livelihoods and creation of economic opportunities. Effective selection of and joint support to most promising livelihoods and economic opportunities have not sufficiently been applied. Creation of further opportunities for refugees and host communities to become self-reliant and contribute to socio-economic development in the refugee hosting areas remains one of the key development challenges for people in the area.

## 2.3 Actors and key stakeholders

The main actors in the Programme are the County Government of Turkana, relevant agencies of the National Government, particularly the Department of Refugee Services (DRS) and sector ministries responsible for

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<sup>9</sup> UNHCR, NRC, and European Commission. 2019. "Knowledge Attitude and Practice—KAP Survey and a Mini Evaluation of the Wash Project in Kakuma Refugee Camp and Kalobeyei."

delivery of relevant services including health, water and education, UNHCR and other relevant UN agencies, the World Bank, International Finance Cooperation (IFC), bilateral donors active in Turkana County and/or on refugee issues, local and international civil society and the private sector active in Turkana County and in refugee/host community inclusion.

Key stakeholders are refugees and host communities, over three quarters of refugees in Kenya are women and children below the age of 18 (including unaccompanied minors) , in Kakuma and Kalobeyei in Turkana West, and the wider community of Turkana County.

## 2.4 Strategic framework and alignment

As part of its CRRF commitments, Kenya pledged to enhance refugee self-reliance and inclusion, re-evaluate justified citizenship claims and integration of refugees in CIDPs and area-based approaches. As such, the key strategic framework that the Programme responds to is Kenya's Comprehensive Refugee Response Framework (CRRF) and the new Refugee Act 2021, which promotes a stronger role for GOK in provision of social services to refugees and host communities.

The Programme also responds to the government's intentions to transform the refugee camps to settlements and the associated Marshall Plan, which are official GOK documents outlining concrete plans and needed actions and suggested burden sharing with the international community in support of the roll out of the CRRF and new Refugee Act. The Programme is supportive of the implementation of KISED P as a common framework for integrating humanitarian and development initiatives for refugees and host communities in Turkana County.

The Programme is supporting Denmark's strategic priorities as expressed in the Denmark's strategy for development cooperation "The World We Share" and Denmark's strategy for Foreign Policy and Security. In line with the priorities in "The World We Share" the programme will contribute to curbing migration, fighting displacement and supporting more and better in the regions of origin. It will moreover be an important contribution to finding innovative, long-term, sustainable and solidarity-based solutions for refugees and internally displaced people and host communities in alignment with the Global Compact on Refugees. The Programme fully complies with ODA eligibility and is fully in line with the DAC recommendations on the humanitarian-development-peace nexus.

The Programme supports the strategic objectives of "promotion of resilience, peace and stability" and of "promoting green, sustainable and inclusive economic growth" within the Denmark-Kenya Partnership Programme 2021-25. Further, the Programme is supporting the priority of assisting Kenya in implementing its important policy of devolution and moving development towards the county government level as expressed in the Constitution of Kenya 2010.

Importantly, the Programme is linked with and coordinated within an alliance with a common vision /framework of cooperation in support of inclusive refugee responses with three Danish philanthropic foundations in the same target areas and following the same key approaches as the Programme.

The Programme will provide strong support to several of the SDGs including SDG 1 (No Poverty); SDG 2 (Zero hunger), SDG 3 (Good Health/Wellbeing); SDG 4 (Quality Education); SDG 6 (Clean water and sanitation); SDG 8 (Decent work and economic growth); SDG 10 (Reduced inequalities); SDG 13 (Climate Action); SDG 16 (Peace, justice and strong institutions); and SDG 17 (Strengthened partnership).

## 2.5 Lessons learned and past results

The design of the Programme has been informed by lessons learnt in refugee responses in Kenya and in development initiatives in the ASAL of Kenya, including initial findings from the DK funded evaluation of KISED P and Danish engagement in Turkana and other ASAL counties for many years. A major lesson, which is underscored in the Global Compact on Refugees (GCR) and the CRRF, is that humanitarian approaches, while important for responding to immediate needs, do not offer longer-term sustainable solutions and have the

potential of alienating host communities and engendering conflict.<sup>10</sup> Linked to this is the lesson that in protracted refugee situations, such as exist in Kakuma, responses that do not integrate refugees and host communities are not sustainable.

Additional lessons include the fact that interventions that are not mainstreamed into decentralised and mandated local government structures and plans cannot be sustained and are likely to fail in the longer term. Experience from other Danish funded programmes in Kenya in water and in health underscores the central importance of involving and supporting the decentralised government authorities at county level in implementation of their mandated service delivery. This experience shows that the county level support and engagement is crucial but also that it requires substantial institutional capacity development efforts at county level to ensure effective implementation.

Further, in contexts like Turkana, where humanitarian, development and peace issues are intermingled and where climate change is adding to the erosion of local resilience, experience indicate that a balanced and prioritised support is needed addressing both humanitarian and longer-term development efforts, and that climate adaptive capacity development as well as gender transformation needs to be integrated effectively in as many aspects of the Programme as feasible.

The integrated model of implementation of Water and Livelihood projects for refugees and host communities as well as the provision of water, sanitation, and hygiene with a livelihood component significantly improves the relationship between the two communities and reduces persistent conflicts. Additionally, lessons show that coordination of plans and initiatives is critical given the diversity of actors and interventions and that effective partnerships among state and non-state actors at all levels including a focus on the localisation agenda is essential for the success of inclusive refugee responses. Monitoring and dedicated lesson learning processes is necessary to ensure building on good practices.

## 2.6 Synergies, linkages, and aid effectiveness

### *Synergies within the programme*

Three projects form part of the Programme, namely (in short): (1) Strengthening GOK institutional capacity; (2) Support to Turkana County Gov./KISED 2; and (3) Self-reliance/resilience support. The projects are complementary and will contribute in different ways to achieving the Programme objective. Specifically, the three projects are linked and promote synergies in the following way:

- Project 1 focuses on GOK institutions and their role in providing inclusive refugee responses. The project will provide support to GoK both at national and local level in terms of building institutional capacity to enable the provision of social services to refugees and host communities. Project 1 will enable the county government to take up a larger role in coordination and social service provision, as will be supported directly through project 2. Project 1 will also include a cross-cutting coordination and lesson learning component which not only will capture the concerned programme, but also the alliance with the foundations and the implementation of the overall vision.
- Project 2 will support the Turkana County Government in financing its prioritised investments/service provision in inclusive refugee responses in Turkana County, including through support to KISED 2. Project 2 is to some extent dependent on the capacities/procedures development in project 1. Project 2 will include different funding modalities, i.e. through UNHCR initially and later increasingly through Turkana County Government. Focus is on strengthen the pathways – through KISED II - to enable the GOK institutions to take a larger role in delivery of inclusive social services with a specific focus on health, water and education.
- Project 3 focusses on building self-reliance and resilience among refugees and host communities in Turkana County through enhancing livelihood and economic opportunities. It will be implemented

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<sup>10</sup> An important reference for these lessons/findings in the Turkana context is the Joint Evaluation of the integrated solutions model in and around Kalobeyi, Turkana, Kenya. 2019 MFA Denmark and UNHCR. The study clearly describes the need for longer-term development approaches being further emphasised in KISED implementation.

through civil society organisations and aligned with IFC' efforts to strengthen private sector development in Turkana County. Project 3 will take its departure in identified needs in KISED II, and is thereby contributing to an overall implementation of KISEPD (project 2).

#### *Linkages to other programmes*

The Programme will through systematic lessons learning and interaction with relevant stakeholders seek to leverage on existing Danish support to GOK, to UNHCR and other UN agencies, as well as to Danish strategic civil society partners active in Turkana County. Of particular relevance in this regard is the Danish support to health, water and livelihood sectors under the Denmark-Kenya bilateral Programme, which pays particular attention to Turkana and other ASAL counties in Northern Kenya, commits to devolution and strengthened local institutions and provides support to enhance community resilience and adaptation to climate change through sustainable and peaceful use of natural resources.

Turkana County Government is a beneficiary of the World-Bank's "Financing Locally-led Climate Action Programme", which Denmark supports. The Programme has supported the County Government to develop policy, legal and institutional capacity for planning and implementation of community-led climate adaption initiatives. Linking with this programme is important. Also, interventions supported by the World-Bank's Global Programme on Forced Displacement (to which Denmark is contributing) in Turkana County are relevant to the Programme, and especially this relates to the Development Response to Displacement Impacts Project (DRDIP), which apply a community driven development approach and aims to improve access to basic social services (education, health, water), expand economic opportunities, invest in socio-economic infrastructure and enhance environmental management in refugee hosting areas.

The Programme will also seek to leverage on the Dutch-funded "Partnership to Improve Prospects for Forcibly Displaced Persons and Host Communities (PROSPECTS)", which has some activities in Turkana County and supports activities that address the challenges of refugee education, protection, employment and livelihoods. Implemented jointly by IFC, ILO, UNHCR, UNICEF, and the World Bank, PROSPECTS supports a transformative approach to addressing crises of forced displacement. PROSPECTS is also linked with the work being done in Turkana County through some of the key DK-supported CSOs. Specific the link with ILO-work on resilience of small businesses in Turkana seems to be relevant.

The Programme will also seek to create positive linkages with bilateral programmes that support capacity development of the County government and communities and strengthen resilience in Turkana County. Major bilateral actors in this regard include the EU and USAID. Of specific relevance, will be the USAID-funded programme Partnership for Resilience and Economic Growth, which includes a coordination platform that brings together multiple actors to leverage resources and generate knowledge to improve adaptive capacity of pastoral communities and improve social and economic conditions and strengthen resilience.

The Programme will also create linkages and synergy with the EU support to the Government of Kenya's overall asylum management, which includes the roll out of the CRRF at national and county levels. The EU support through its Emergency Trust Fund for Africa is contributing to the implementation of KISED II. The EU is also funding 'Piloting Private Sector Solutions for Refugees and Host Communities in North-West Kenya', to promote better economic integration and self-reliance of refugees and host communities in Kakuma and Kalobeyei through support to market-led solutions. Further, linking with the work of IFC and with WFP's innovation work will be of importance especially in term of support to livelihoods, economic development and self-reliance.

The Programme will seek to create effective synergy and linkages with relevant interventions planned by the national government under Kenya Vision 2030 MTP IV that will run from 2023-2027 and those of the County Government of Turkana under the 3<sup>rd</sup> CIDP covering the same period. The MTP IV Sector Plan for Drought and Disaster Risk Management is particularly relevant in this regard. Kenya Vision 2030 and the CIDP are the



key frameworks for mainstreaming interventions into national and county government planning respectively, and thereby ensuring sustainability.

In providing support to strengthen institutional and implementation capacity of the County Government and to DRS (project 1), the Programme addresses a major gap in existing interventions, namely, the failure of many interventions not to engage sufficiently with and to address the capacity of particularly the County Government and DRS to effectively implement, coordinate and oversee the transition towards inclusive refugee responses. Hence, the Programme addresses the capacity and financing challenges, which are expressed in Kenya's Comprehensive Refugee Response Programme and the "Marshall Plan". In the first KISED (2019-2021), this gap was not sufficiently addressed, with the result that coordination and monitoring functions of the County Government were effectively outsourced to UNHCR, which ultimately undermines sustainability.

To the extent possible, existing coordination mechanisms, like the Refugee Donor Group (RDG), will also be utilised.

#### *Aid effectiveness and coordination within the Alliance*

As highlighted, the MFA and the three Danish philanthropic foundations have established an alliance and have agreed to a common vision and mission for the cooperation. The objective of working within an alliance and a broader framework of cooperation is to have a more effective modality of cooperation that can influence experience exchange, lessons learning and model development, policy and information work, complementarity of work and funding, and resource mobilisation towards the same goal of improving inclusive refugee responses and promoting more durable and longer-term development solutions in refugee hosting areas of Turkana and in Kenya, in general. Specifically, the framework of cooperation and the alliance building will have a focus on provision of support that will include contribution to the 2<sup>nd</sup> phase of KISED and other relevant Turkana County Government priorities for implementation of inclusive refugee approaches. Within the framework of cooperation, there will be a thematic focus on health, education, water, and self-reliance/resilience, as well as synergies between these sectors.

The creation of an alliance and its guiding approaches is a new way of addressing responses in situations of protracted displacement, as such, it is supportive of SDG goal 17 on partnerships. This way of working together and the advantages of having an alliance are likely to have a positive influence on effectiveness of support to the target groups and therefore on the building of longer-term resilience of the refugees and host communities in Turkana. This building of resilience will be ensured by better and more sustainable access to education and health services delivered through or supportive of transition towards GOK-led service provision that are likely to be sustained in the future situation of refugee/host community integration. Further, it will ensure that emphasis is put on prioritised efforts within the essential sectors of water and livelihood/self-reliance in an integrated way addressing key livelihoods/economic development problems in the refugee hosting areas.

## **2.7 Rationale and justification**

With the prolonged nature of forced displacement in Kenya with most refugees remaining dependant on humanitarian assistance, the rationale behind the Programme design is the recognition that there is need for a new approach with further emphasis on GOK-led provision of social services and further focus on proven scalable interventions in support of self-reliance and resilience.

The relevance of the Programme design is founded on its provision of support to key development solutions across the humanitarian and development landscape and its focus of support to the devolved County Government of Turkana as the main future development actor in refugee hosting areas. Relevance is found in the Programme's support to Danish development priorities as expressed in the overall strategy for Danish development cooperation "The World We Share" and to the commitment of Kenya in terms of its future addressing of refugees and host communities as expressed in the CRRF and the new Refugee Act. The Programme is relevant in relation to the expressed policies of reducing the incentives for irregular migration

to other parts of the region or World. The Programme modalities selected, which include design of projects in support of the County Government and other strategic partners are relevant as a means to develop donor modalities for supporting development solutions and burden sharing with the GOK in the given refugee hosting areas. The Programme sector focus in health, education, water and self-reliance/resilience is relevant as they are key sectors in support of inclusive refugee responses and in creation of resilience and ultimately in building of climate adaptation capacity among refugees and host communities. Further, these sectors are key sectors in KISED II and they are sectors where complementary with funding from the Danish philanthropic foundations are to be achieved. The programme focus on Turkana County is relevant as it is one of the two major refugee hosting areas of Kenya, it has significant issues in terms of development and inclusive responses to refugee/host communities, and it is better suited than Dadaab in Garissa County in terms of political commitment and opportunities to support development from the side of donors.

The impact of the Programme is expected to be very directly on improving the immediate situation for refugees and host communities in the refugee hosting areas through improved access to health, education, water, to opportunities for economic development, and to other interventions in support of resilience building. An estimated 150.000 people will see impact from the Programme. The various efforts in terms of building local resilience are having a direct positive impact on improving the climate adaptation capacity of refugees and host communities. In addition to the direct impact, it is believed that by building resilience and generally a better situation for refugees and host communities, incentives for refugees to stay in the current refugee hosting area are increased and therefore there is less pressure on moving towards other areas in Kenya or abroad. Modalities for delivery used in the Programme will have impact towards the transition to more sustainable GOK-led provision of inclusive social services. Capacity development, technical assistance and institutional strengthening implemented as part of the Programme will contribute towards establishing a strong foundation for sustained impact.

The Programme is considered to have a good degree of effectiveness and efficiency because it is focused in its strategies and relative focused in its choice of sectors, and it will seek to work with solutions that are the best proven and with good prospects of being scaled up. Further, it will directly address several of the root causes of limited resilience and stability for refugees and host communities in the target areas. Most importantly, effectiveness and efficiency are ensured because the objectives of the Programme are supported through modalities that create impact here and now, while those institutional structures, which are deemed to increase future effectiveness, are being supported at the same time.

The Programme has been designed in coherence with GOK policies and emerging GOK efforts in addressing the needs of refugees and host communities. It coheres well with the GOK call for burden sharing in the process of integrating refugees in the Kenyan society. There is a significant level of coherence between the Programme and the ongoing Denmark-Kenya Partnership Programme 2021-2025. The coherence between the Programme and the Danish support to multilateral efforts related to refugees and stability in the region is also significant. Internal coherence in the Programme has been aimed at through the different complementary projects and through building an internal coordination function in the Programme.

A fundamental aspect of Programme design has been the wish to create interventions that in a more sustainable way promote longer-term development impacts in the refugee hosting areas. The type of activities supported within the Programme are all activities that contribute to longer-term development efforts. Selection of partners will be based on those that either, themselves are integrated into local structures (such as at the County level) or are going to work in ways that are supportive of local capacity development. Through the provision of effective institutional support to the County Government of Turkana (i.e. increasingly take over responsibilities for basic social services delivery) and the provision of support to local civil society organizations the programme design ensures a strong element of sustainability.

## 2.8 Alignment with Danish crosscutting priorities

Several cross-cutting and key strategic issues will be directly relevant for the Programme and will be addressed. Associated with this, the Programme implementation will be guided by a range of key approaches and strategies.

Nexus approaches are considered central in the Programme. In recognition of the existence of major combined humanitarian and development challenges in the refugee hosting area/Turkana County, the



Programme will work strategically to meet both short-term and long-term needs to address key development problems in refugee hosting areas. Each of the projects under the programme will work specifically with nexus approaches in line with both AMGs HDP and humanitarian how to notes.

Gender transformative approaches will be implemented throughout the Programme. Within the concrete interventions, activities will be designed with due attention to meaningfully enabling and enhancing gender equality. In addition, all relevant interventions will contribute to the transformation of gender roles in areas deemed important by the actual target group. In practice, the projects under the Programme will ensure that selection of outputs, activities and approaches for implementation will be based on a participatory assessment, where potential for transforming gender roles, will be considered and where approaches to implementation is being selected so that they contribute most effectively to improving the situation for women. Active promotion of gender transformative approaches will be undertaken in the planning and implementation of activities, this means that activities and modalities for implementation of activities that are in support of gender equality and transformation for gender roles will be selected to the extent possible and in favour of activities that have less transformation and equality potential. Partners involved in Programme implementation will be required to have this gender focus in their set up and processes.

Reaching out to Youth will have a special focus relevant for a range of the different activities in the education, health and economic development. Providing opportunities for youth are central for many of the activities.

A Human Rights Based Approach (HRBA) will be ensured across the Programme meaning that access to services and opportunities as well as the way such services are delivered will be based on what is considered the basic rights of the target groups, and programme elements will be designed to target both duty bearers and rights holders. The projects under the Programme will ensure that modalities for ensuring human rights are part and parcel of the implementation of the activities. Activities and modalities for implementing activities will be priorities in accordance with how best to promote the human rights of the target group. Furthermore, people-centred/ participatory approaches will be followed in designing of programme supported interventions to ensure best proper involvement of target populations and best possible fit between activities and needs of target groups. The HRBA approach of the Programme is in line with the HRBA that Kenya's 2010 Constitution is promoting.

Leaving No One Behind (LNOB) will be pursued in the design of interventions, so that the most marginalised in the various communities are also considered, while still ensuring that interventions are supportive of building effective self-reliance and longer-term development. Inclusion will be part of the Programme approach and it stresses the need for activities to be designed so that they most effectively support the different needs of different target groups.

Climate change and environmental considerations will be directly addressed and integrated in the project interventions under the Programme. People in the refugee hosting areas of Turkana are seeing their resilience being undermined partly by climate change and supporting resilience building among the people of the areas is a strong contribution to climate adaptation. The Programme has selected a sector focus in health, education, water, livelihoods/self-reliance. Improvement in performance within these sectors constitute important contributions to building resilience and the associated climate adaptation capacity of the target groups in refugee hosting areas. Integrating of climate aspects, mainly in the form of linking activities to the building of climate adaptive capacities of the target group, will be designed, and undertaken in all relevant interventions in the Programme. Safeguarding key aspects of landscape and range sustainability/productivity will be included in relevant water and economic development activities.

The localisation agenda will be promoted in all parts of the Programme. This translates into further stressing the building of capacity and involvement of, not only of County Government, but also local civil society organisations as well as local private sector companies to the extent possible. Something, which will increase the prospect of longer-term sustainability of development interventions. Associated with the localisation agenda, is the Programme approach of supporting transition towards GOK-led inclusive delivery of social services to refugees and host communities. This means that the Programme will prioritise support to activities that are facilitating transition towards GOK-led provision of inclusive services to refugee and host

communities. Further, the Programme will ensure that the County Government of Turkana (as the mandated development authority) is given a central role in Programme coordination, management & implementation.

In the Programme, provision of support to the 2<sup>nd</sup> phase of KISED P and to other Turkana County Government priorities supportive of inclusive refugee responses will be central. KISED P II is an important part of the implementation of integrated approaches to addressing development for refugees and host communities in Turkana. The Government of Turkana County has a range of priorities in terms of how to implement the new Refugee Act and inclusive refugee responses, some of these are centred around provision of support to 2<sup>nd</sup> phase of KISED P.

Supporting prioritised and proven interventions promoting self-reliance and resilience building will be pursued. Within the Programme, there will be a focus on supporting what has proven to be working in terms of economic empowerment and financial inclusion. Hence, interventions in support of self-reliance and resilience will be focused and work specifically at expanding and enlarging impact of those development intervention with highest prospects of long-term sustainability including those that build climate adaptation capacities in the most efficient way.

Existing coordination mechanisms for interventions will be used whenever possible. Given the complex situation around refugees, integration, host communities and the existence of both humanitarian, development and peace/stability needs, the Programme will participate in the Refugee Donor Group (RDG) and in the various existing coordination mechanisms at national, county, and local, whenever relevant.

Research, lessons learned, pilots, and development of models will be targeted at application. In Kakuma-Kalobeyei numerous pilots<sup>11</sup> have been implemented by numerous organisations and have addressed very many different issues. Likewise, research has been quite plentiful in the area. Translation into workable models and action in terms of inclusive refugee responses has proven to be a challenge in many cases. The Programme approach will be to support applied research/lessons learning processes related to implementation of inclusive refugee responses while seeking to ensure that research/lessons learning is providing input to management of the Programme during its implementation. This will be done jointly with partners in the alliance.

### 3. Programme Objective

The development objective of for this specific programme is “To enhance self-reliance, resilience, and long-term stability for refugees and host communities in especially Turkana County by supporting Kenya’s national and locally led development efforts to improve access to inclusive basic social services, thereby contributing to a reduction in inequality and poverty.”

Overall, the Programme is organised in three thematic focus areas implemented through three different projects. The thematic focus areas are supported primarily through assistance to the specific area within health, education, water, self-reliance/economic empowerment. The projects are interlinked and contribute to the programme objective by addressing different aspects such a capacity development, services delivery, and resilience and self-reliance building.

### 4. Theory of change and key assumptions

The overall Theory of Change (TOC) for the Programme is: **IF** Kenya’s capacity to implement the refugee act is enhanced , and **IF** accordingly social services (health, education and water), and self-reliance support to refugees and host communities is delivered in Turkana County following the CIDP and KISED P 2 plans and with a focus on promoting resilience and climate adaption capacities, **THEN** GOK-led services and

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<sup>11</sup> The Embassy through Water Sector Trust Fund implemented a just concluded Water and Livelihood Programme for the refugees and host Communities in the Turkana West. An end of programme evaluation which just completed has documented key lessons that will inform this programme’s further development.

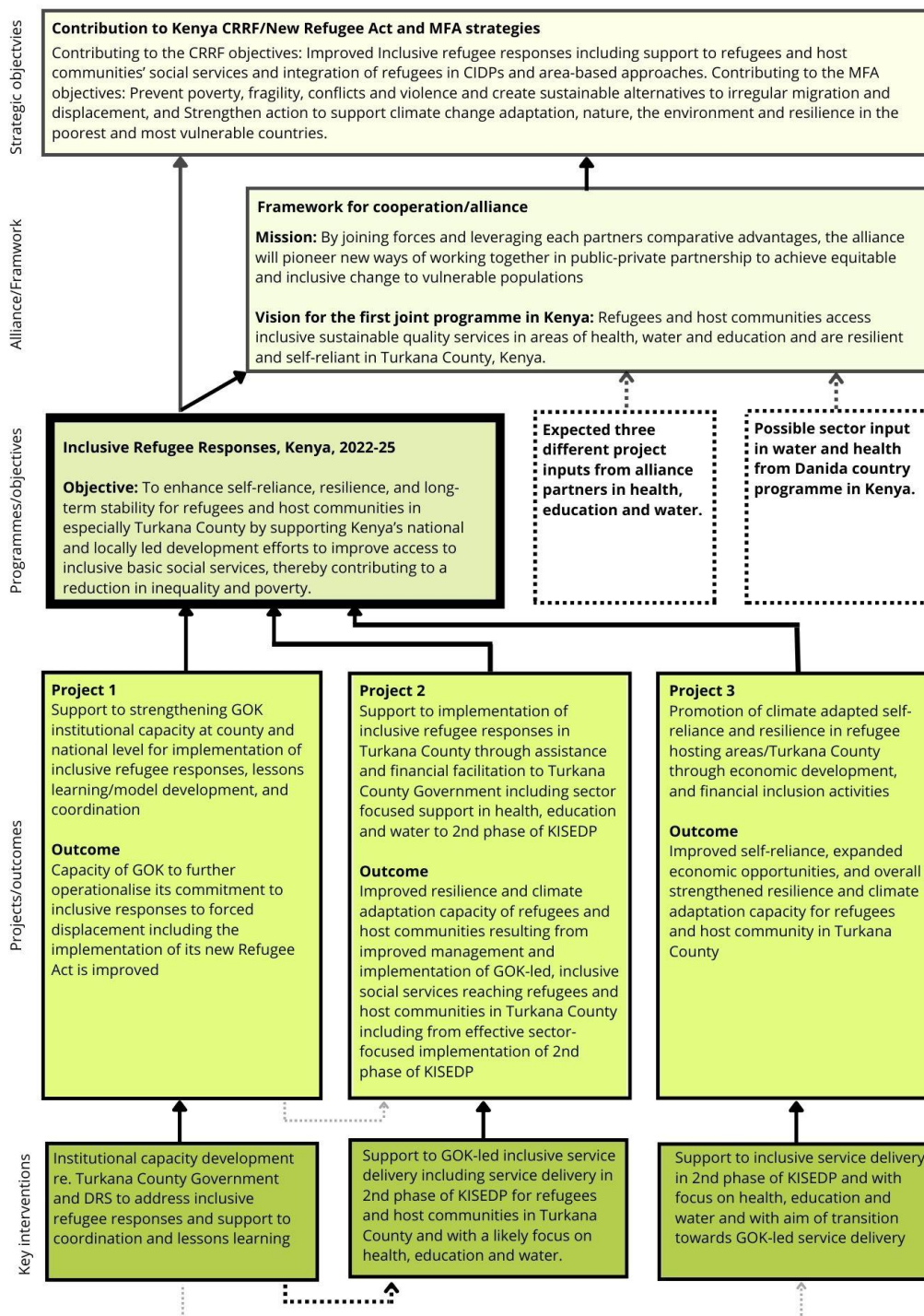
opportunities for self-reliance and economic development will be improved for refugees and host communities and their resilience strengthened. This will **THEN** further contribute to the Kenyan CRRF strategic objective of improved Inclusive refugee responses being met, and to the MFA strategic objectives of reducing poverty, addressing fragility, and creating sustainable alternatives to irregular migration and displacement, and strengthen action to support climate change adaptation. For this to happen, the most central assumptions are that key actors (GOK incl. County Governments, DPs and CSOs) will be supportive of the implementation of the new Refugee Act, including prioritising GOK led longer term development approaches, burden sharing, and balanced financial support to refugees and host communities. The associated risks are that the implementation of the Refugee Act is caught up in political differences and bureaucracy, which causes delays and disagreement that is hindering its implementation and that it is not possible to ensure sufficient agreement on prioritised longer term actions both at national and county level. Further, that unbalanced support to refugees and host communities will remain and add to the gap between access to and quality of services for refugees and host communities, the latter currently being disadvantaged.

Contributing to the overall TOC, the Programme also has three different more specific project ToCs that are directly associated with the three different projects which together contribute to the overall objective of the Programme. These three TOCs are presented in Chapter 11 “Short summary of projects”.

**Scenarios:** Two scenarios have been developed for the Programme, one, where there is sufficient political and practical support for implementation of the CRRF and the new Refugee Act (most likely), and one, where this support is not forthcoming (less likely). The first scenario portrays a situation where Programme activities have been supportive of resilience and self-reliance building for refugees and host communities and supportive of the transition towards GOK-led inclusive service delivery for refugees and host communities. The second scenario portrays a situation where Programme activities have been supportive of resilience and self-reliance building for refugees and host communities but has not to the same extent been able to support transition towards GOK-led services and therefore does not have the same level of sustainability, although still making an important contribution to the development objective. Annex 3 presents the two scenarios in more detail.

## 5. Summary of the results framework

Below is a visual presentation of the programme linkages and objective/outcome relationships, which is supportive for the implementation of the results framework.



For results-based management, learning and reporting purposes Denmark will base the actual support on progress attained in the implementation of the Programme as described in the documentation. Progress will be measured through the different selected partner's (including Turkana County, UNHCR and selected CSO's) results monitoring framework focusing on a limited number of key outcomes and corresponding outputs and their associated indicators.

The Programme is organised in three thematic focus areas implemented through three different projects, namely:

**Thematic focus area 1. Supporting GOK institutional capacity to organise and implement inclusive refugee responses and coordination.** Under this focus area one project (Project 1) is implemented, namely: "Support to strengthening GOK institutional capacity at county (Turkana County government) and national level (DRS) for implementation of inclusive refugee responses, lessons learning/model development, and coordination". Total budget of the focus area is DKK 27 million. This project will play a crucial role in capacity development and in coordinating with other projects under the Programme and ensures lessons learning and experience exchange within the Programme and within the broader framework of cooperation. It develops capacities and supports development of mechanisms, and it forms the basis for the financial support to be provided under Project 2.

**Thematic focus area 2. Implementation support to Turkana County Government for GOK-led implementation of inclusive refugee responses including implementation support to 2<sup>nd</sup> phase of KISED P.** The thematic focus area will promote pathways that are supportive of transition towards GOK-led basic social services and have an expected sector focus on health, education, and water. One project (project 2) will be implemented under this focus area, namely: "Support to implementation of inclusive refugee responses in Turkana County through assistance and financial facilitation to Turkana County Government including sector focused support in health, education and water to 2<sup>nd</sup> phase of KISED P". The project will be implemented through two different modalities, one financing through County Government of Turkana, which will be phased during the programme and one financing through UNHCR, which will be used initially in the programme and then phased down/out during the programme period. The project will respond to CIDP of Turkana County and to 2<sup>nd</sup> phase of KISED P as the most relevant planning frameworks. The budget for the focus area is DKK 88 million. The interventions will be directly coordinated with Turkana County Government and UNHCR will draw on the activities for strengthening institutional capacity of Turkana County Government under the thematic focus area 1.

**Thematic focus area 3. Support to sector specific development interventions by key CSO partners to promote climate adapted self-reliance and resilience.** One project (project 3) will be supported under this focus area, namely: "Promotion of climate adapted self-reliance and resilience in refugee hosting areas/Turkana County through economic development and financial inclusion". The budget is DKK 50 million. The intervention will, when relevant, be coordinated with Turkana County Government actions in the respective sectors as well as aligned with the IFC KKCF programme<sup>12</sup>. It will draw on the activities for strengthening institutional capacity of the county under the thematic focus area 1.

In addition, the Programme has unallocated budget of DKK 25 million, which will be used, based on lessons learned, to strengthen or to add interventions that are deemed most important and showing best performance pending a mid-term review in early 2024. Spending of unallocated funds will be decided by the Steering Committee and should preferably be allocated sometime during 2<sup>nd</sup> year of the Programme. Further, an allocation of DKK 10 for general programme technical assistance, review/ monitoring and audits is set aside in a specific budget line.

The summary below presents the key aspects of the Programme results framework. It should be noted that impact and outcome indicators as well as targets are at this stage still in draft format. They will be further developed as part of the process for further developing and detailing the projects and the project results

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<sup>12</sup> Kakuma Kalobeyi Challenge Fund (KKCF)

framework under the Programme. Further it should be stated that the baselines are all set at 0, as all the indicators are suggested to be measurement of impacts as a direct result of programme activities.

### Result framework for the Programme “Support to inclusive refugee responses in Kenya, 2022-25”

Programme	Support to inclusive refugee responses in Kenya, 2022-25
Programme Objective	To enhance self-reliance, resilience, and long-term stability for refugees and host communities in especially Turkana County by supporting Kenya’s national and locally led development efforts to improve access to inclusive basic social services, thereby contributing to a reduction in inequality and poverty.
Impact Indicator	Number of refugees and host community members in Turkana County refugee hosting areas experiencing improved resilience as consequence of implemented programme activities (target minimum 150.000 refugees and hosts). MOV will be based on MOV for project outcome indicators and will add the findings of these indicators.
Baseline	Baseline is 0 as impact is related to increased resilience resulting from programme activities

Project Title 1		Support to strengthening GOK institutional capacity at county and national level for implementation of inclusive refugee responses, lessons learning/model development, and coordination	
Outcome		Capacity of GOK to further operationalise its commitment to inclusive responses to forced displacement including the implementation of its new Refugee Act is improved	
Outcome indicator		Key GOK actors at county and national level demonstrate improved ability to address inclusive refugee responses. MOV include interviews with key government staff and institutions to be conducted by the implementing project partners towards end of project	
Baseline	Year	2022	Institutional capacity to address inclusive refugee responses limited, but baseline is set a 0 as improvement are measured from impact of programme activities
Target	Year	2025	National and county level institutions have developed capacity and structures to effectively implement inclusive refugee responses (min. 50% of targeted key actors report improved ability or capacity resulting from project activities)

Project Title 2		Support to implementation of inclusive refugee responses in Turkana County through assistance and financial facilitation to Turkana County Government including sector focused support to 2 <sup>nd</sup> phase of KISED P	
Outcome		Improved resilience and climate adaptation capacity of refugees and host communities resulting from improved management and implementation of GOK-led, inclusive social services reaching refugees and host communities in Turkana County including from effective sector-focused implementation of 2 <sup>nd</sup> phase of KISED P	
Outcome indicator		Financial mechanism to support GOK-led service delivery in place and inclusive service delivery operational in refugee hosting areas of Turkana County. And 2 <sup>nd</sup> phase of KISED P is effectively supporting transition pathways for selected social services.” MOV will be progress reports from Turkana County and UNHCR progress reporting.	
Baseline	Year	2022	No financial mechanism for donor support to County role in inclusive refugee responses in place and funding from County to inclusive service delivery very limited. Provision of social services under KISED P 2 has not started. Progress measured against programme generated impacts, so baseline is 0.
Target	Year	2025	A functional financial mechanism for burden sharing established and direct financing towards effective GOK-led inclusive service delivery in refugee hosting areas undertaken and within 2 <sup>nd</sup> phase of KISED P reaching a target of minimum 100.000 people (refugee and host)

Project Title 3	Promotion of climate adapted self-reliance and resilience in refugee hosting areas/Turkana County through economic development and financial inclusion
Outcome	Improved self-reliance, expanded economic opportunities, and overall strengthened resilience and climate adaptation capacity for refugees and host community in Turkana County

Outcome indicator		A minimum of 50.000 people (refugees and hosts) improve self-reliance and resilience through prioritised project activities in support of economic development and financial inclusion. MOV will be direct monitoring/reporting from partners to be involved in project implementation.	
Baseline	Year	2022	0, since the project report on outcome of project-supported activities
Target	Year	2025	Min 50.000 (refugee and host) supported and benefitting from economic development or financial inclusion activities of the project

## 6. Inputs/budget

Below the programme budget is presented. DK commitments are made in 2022, 2023, and 2024. Programme spending will be in 2023, 2024 and 2025. The programme budget is presented with only the MFA contribution.

### Programme Budget

<b>Programme:</b>					
<b>Support to inclusive refugee responses in Kenya, 2022-25</b>					
Outcomes	Budget in DKK million (based on years disbursed)				
	2022	2023	2024	2025	Total
Outcome 1: Capacity of GOK to further operationalise its commitment to inclusive responses to forced displacement including the implementation of its new Refugee Act is improved		10.0	9.0	8.0	27.0
Outcome 2: Improved resilience and climate adaptation capacity of refugees and host communities resulting from improved management and implementation of GOK-led, inclusive social services reaching refugees and host communities in Turkana County including from effective sector-focused implementation of 2 <sup>nd</sup> phase of KISED		23.0	28.0	37.0	88.0
Outcome 3: Improved self-reliance, expanded economic opportunities, and strengthened resilience/climate adaptation for refugee and host community in refugee hosting areas/Turkana County		17.0	17.0	16.0	50.0
Technical assistance, monitoring, reviews, audits		3.0	4.0	3.0	10.0
Unallocated			10.0	15.0	25.0
<b>Total</b>		<b>53</b>	<b>68</b>	<b>79</b>	<b>200.0</b>
Commitments to be made by MFA	50	50	100		

The programme budget may be reassessed in conjunction with the development of the specific projects, and partner's inputs to the budget. Annual output-based budgets for the respective projects will link up to the multi-year budget to ensure oversight of planned spending on the outcome and outputs for projects. The budget will include clear budget notes, including notes on the specific expenditure categories included, ensuring that the budget is self-explanatory, and the transaction costs involved with implementation is clearly identifiable.

The funds allocated for technical assistance, monitoring, reviews and audits will be managed by the Danish Embassy in accordance with the Danida procurement rules and in close consultation with relevant programme partners.

## 7. Institutional and Management arrangement

### 7.1 Programme Partners

The Programme will be implemented through a number of implementing programme partners, UNHCR, GoK and other actors identified through a tender process. The implementing partners identified at this stage are



the County Government of Turkana and UNHCR for project 2. In Project 1 options for including more direct allocation of technical assistance to some GOK bodies (DRS and County government of Turkana) will be considered. Partly the responsibilities will be to gather evidence and organisational learnings and ensure that this information is being used in regular management reflection sessions with the aim of assessing and adjusting whenever relevant. Project 3 will be implemented by actors identified through a call for proposals or other form of tender process. It is foreseen that consortiums of CSOs/technical assistance organisations could be among the possible candidates for implementing partner for projects 1 and/or 3. Common for them, will be that they must be present in Kenya and have the capacity and experience for addressing different aspects of inclusive refugee responses including, amongst others, capacity development and building of self-reliance in Kenya, generally, and in Turkana, specifically. A number of NGOs are active in Turkana County with the capacity to implement the proposed projects (ensuring the quality, expected impact and sustainability of the action, and its cost-effectiveness). It is expected that a tender process will result in more competitive proposals.

A partner assessment is presented in Annex 2. In order to best tailor the support, further capacity assessments of partners are expected as part of the detailed development of the various projects.

## 7.2 Organisational set-up

Overall, the Programme has been designed in ways that allow for adaptive management responses. Adaptive management is especially relevant in a context for implementation of inclusive refugee responses that is relatively fluid and where unexpected changes are likely to happen. Programme design for adaptive management is reflected in the outlines developed for the respective projects, which leave room for further detailing in partnership with the various involved stakeholders. It is reflected in the amount set aside as unallocated, which leave room for directing funds in the Programme based on learning and performance. And it is reflected in the organisational set up for the Programme, which gives the various management bodies involved, the mandate for adjusting approaches and activities based on learning, needs and performance.

In addition, the first six months of the Programme is considered an inception phase, where further detailing and development of the projects will be undertaken, including the finalisation of the management and coordination structures. The process for further detailing will address the project outputs and activities, the detailed results framework, the specific role of partners, the specific institutional arrangements, the involvement of staff and allocation of resources, and the detailing of budgets. Following this project development process, the projects will be desk-appraised by the MFA.

Projects within the Programme are linked. Specific conditions apply to project 1 and 2, where project 1 is supporting the creation of the enabling conditions for the conditional grant to Turkana County Government for inclusive refugee responses to be allocated as part of project 2. The conditional grant under project 2 will be provided when the Turkana County Government has developed its county-specific plans, procedures, and capacities for the effective utilisation of the funding towards inclusive refugee responses and government-led services in the refugee hosting area. This will also signify the change or partial change of funding modality in project 2 from UNHCR to Turkana County Government. The triggers for this important change in funding modality constitute a transition plan and is further explained in Project 2 summary.

The fact that the Programme is part of emerging alliance between MFA and three Danish philanthropic foundations with a common mission and vision and a developing framework of cooperation, means that the Programme management set-up will be linked to and coordinated with the framework of cooperation of this alliance. The management of this framework of cooperation will be undertaken partly by HCE in Copenhagen and partly by the Danish Embassy in Nairobi. The organisational set-up for the alliance will be further established in the process of developing the framework of cooperation, and hence, the Programme organisational set-up will be further detailed to accommodate outcomes of this process.



The Programme will be managed by the Danish Embassy in Nairobi, who will oversee programme implementation, monitoring, disbursement of project funds according to terms to be agreed with the various implementing partners, progress reporting and follow-up. Further, to ensure ownership and effective implementation of the Programme, a Programme Steering Committee which integrates key partners in line with the Programme's participatory and institutional capacity strengthening imperatives will be established. The Committee will ensure effective coordination and linkages with key partners, specifically government, development partners, UN agencies and other actors.

The Programme Steering Committee will comprise of the following members:

1. Representative of Turkana County Government (who shall be the chair)
2. Representative of the Danish Embassy in Nairobi (who shall be co-chair)
3. Representative (s) of DRS and/or Ministry of Interior
4. Representative of UNHCR
5. Representatives of implementing partners (with Project 1 being Secretary)

The individual projects under the Programme will seek to establish some form of refugee/host community involvement.

The Steering Committee shall meet at programme commencement and then biannually to monitor progress of implementation and delivery of outputs; address any issues arising from implementation, draw lessons and ensure dissemination of learning; provide advice on any changes and/or adaptations to the Programme approach that may be necessary for more effective achievement of outcomes. The secretary to the Steering Committee will prepare the Steering Committee meetings and ensure that they are undertaken duly. Budgets for steering committee meetings will be drawn from the programme budget line set aside for monitoring, review, technical assistance etc. The Steering Committee shall receive and review reports on each of the projects and make appropriate recommendations to the national government represented by the Ministry of Interior and to the Turkana County Government as well as the Danish Embassy on achievements, emerging lessons, and challenges. Specifically, the Committee shall receive, review and provide feedback on narrative progress reports and the final report for each of the projects funded under the Programme. It shall also review mid-term review report and possible final evaluation report.

In reviewing programme and project reports, the Steering Committee shall strive to ensure that activities are aligned to the Turkana County CIDP, mainstreamed into county development processes, and contribute to the development of capacities for delivery of integrated services to refugees and host communities. The Committee shall also advise on the synergies between interventions supported under the Programme and other development initiatives implemented in Turkana West to support self-reliance and resilience building. In this connection, the Committee shall engage with the County Steering Group to promote interactions between the Programme and other relevant initiatives in Turkana.

As part of the management of the Programme, the Danish Embassy and the Programme Steering Committee will ensure that the Programme and its approaches are to the extent possible coordinated with other relevant stakeholders and include sharing of relevant information. This will be done using existing coordination mechanisms relevant for promotion of inclusive refugee responses. Such coordination and information sharing mechanisms could include: The Refugee Donor Group, ASAL Development Partners Group, and Agriculture Rural Development Partners Group at the national level and County Steering Group at the county level.

Further, as the Programme is part of an alliance, the Programme will make specific efforts to promote effective coordination and synergy with this alliance. Part of this, will be undertaken as semi-annual or annual alliance partner meetings, which will bring on board the three foundations, the County Government of Turkana, DRS, and all implementing partners in the Programme for the purpose of reporting on progress, exchanging experience and coordinating approaches. Possibilities of having back-to-back meetings with the Steering Committee meetings should be investigated. The alliance partner meetings shall showcase progress

under the Programme, identify opportunities for new partnerships and disseminate lessons of good (and bad) practice generated through projects supported by the Programme. This will be done under the auspices of the Steering Committee, but with a dedicated lessons learning/coordination team under project 1 being responsible for the actual arrangement.

### 7.3 Monitoring, Evaluation, Accountability and Learning (MEAL)

The Programme will be monitored through its constituent projects, so that each of the project partners are responsible for project monitoring. The projects will report to the Programme and the overall programme level monitoring will be done by collecting and combining the project monitoring reports into a programme monitoring report. This is part of the work to be undertaken by the lessons learning/coordination team assigned in Project 1. Existing partner monitoring systems will be utilised or further developed. Each project partner will also be responsible for operating a MEAL system within the projects. Project partners will gather evidence and organisational learnings and ensure that this information is being used in regular management reflection sessions with the aim of assessing and adjusting implementation of the project whenever relevant. Learnings from project implementation will be made available for regular management meetings under the specific projects, and opportunities for adapting management arrangements based on learnings will be part of such meetings.

At the level of the Programme, there will, in addition to sharing of project monitoring information, also be established a system where experience is shared, lessons developed and dialogues among implementing partners undertaken. This, and communication of results will be undertaken under the lead of the lessons learning and coordination team under Project 1. This team will also actively share experience and lessons learned with institutions relevant for inclusive refugee responses and stakeholder involved with the Danish-Kenyan Country Programme. Regular updated information on progress from the Programme to relevant stakeholders might be one of the ways to ensure communication.

A mid-term review is planned for the Programme in spring 2024. The MTR will assess the implementation of the programme and individual projects. A possible programme evaluation will be planned later but could be combined with a possible formulation of a follow up phase to the Programme towards the end of the Programme. Technical assistance and on-going QA/monitoring support will be made available to the projects and to the Programme through a specific Programme budget line managed by the Danish Embassy in Nairobi.

The Danish Embassy in Nairobi shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project/programme. After the termination of the project/programme support, the Danish Embassy in Nairobi reserves the right to carry out evaluations in accordance with this article.

## 8. Financial Management, planning and reporting

### 8.1 Financial management procedures

The programme will be guided by the General Guidelines for Financial Management which is part of the Ministry of Foreign Affairs of Denmark's Aid Management Guidelines. The specific financial management will be specified in the individual project document. In general, partners in the Programme will strive for full alignment of the Danish support to the implementing partner's rules and procedures, while respecting sound international principles for financial management and reporting. All selected implementing partners will operate designated project bank accounts as part of accountability procedures. For the project 2 that includes support of financing to Turkana County Government, financial management procedures will be developed that are in line with GOK requirements for on-budget donor funding to GOK/County level institutions in accordance with Public Finance Management Act. 2012 and Public Finance (County Governments) Regulations, 2015 and includes relevant safeguards. All programme partners will only pay allowances to staff if it is absolutely unavoidable, only following the partner's rules and regulations for

allowances, and only limited to directly participating staff in activities. Sub-granting to other partners, can only be undertaken if it is part of the approved work plan and budget. First disbursements will be made after the contract has been signed and the implementer's financial management capacity has been assessed by or on behalf of the Danish Embassy in Nairobi. Subsequent disbursements are released against achievement of set milestones and once the implementer has accounted for previous funding.

## 8.2 Disbursements

In the Programme, the general procedures and requirement for disbursement will be that first disbursement from Danida to the implementing partner will cover foreseen expenditures for up to six months in accordance with year one approved work plan and budget once the agreement has been signed. Subsequent disbursements will be released against accompanying evidence of spending. Disbursements from the Danish Embassy will be based on a transfer request from the implementing partner, which amongst others should include an output- based budget for the period in accordance with the approved work plan and budget, proof of satisfactory use of prior transfers and satisfactory programmatic and financial reporting submitted on previous periods. Disbursements are expected to be made on a semi-annual basis. In the respective projects under the Programme, more detailed procedures and requirements will be developed.

## 8.3 Procurement

The Programme will strive to use the procurement procedures in the specific projects of the various selected implementing partners. The specific procurement procedures of implementing partners will be assessed and if found satisfactory, the procurement in the projects will follow the implementing partners' procedures.

## 8.4 Work planning

The respective projects under the Programme will do their individual work planning. An initial overall plan for the three years of the project will be developed at project start by the selected partner for the specific projects. Based on this and developments within the projects, annual work plan and budgets will be developed. Overall and annual work plan and budgets for the projects will have to be agreed with the Programme Steering Committee and with the Danish Embassy in Nairobi. Overall work plans will be sufficiently flexible and broadly formulated to allow for adaptive management. Annual work plan and budgets will have a level of detail that supports value for money analysis and will take into account needed adjustments based on context and progress.

## 8.5 Narrative progress reports and financial reports

The project partners will per project produce a semi-annual narrative technical progress report, which will contain as a minimum: An assessment of developments in the contextual framework during the past year; Implementation of the work plan and budget based on output targets for the reporting period, including brief explanations of challenges encountered and deviations from targets/milestones and how these have been assessed and handled; Progress to date compared to output and outcome targets for the entire project period as stipulated in the results framework; An analysis of risks, including both reflection on the reporting period and the upcoming reporting period; Challenges encountered and specification of recommended changes and adjustments (including budget re-allocations) for approval by the relevant authorities; Update on implementation of decisions, follow up on recommendations from reviews, audits, monitoring visits etc.

The implementing partners are responsible for delivering proper financial reporting to Danida. Semi-annual financial reporting from projects will be expected. Financial reporting shall be based on the operating formats developed by the implementing partner. Financial reporting shall as a minimum include: The financial reporting shall be drawn up to the same level of detail as the approved detailed and output based budget; Include budget figures, actual spending and variance for the period under reporting and for the entire engagement period; Funds received during the period and accumulated; Deviations should be explained and any budget reallocations within the period should be noted and include details on the written approval of the reallocation/adjustment.

## 8.6 Accounting and auditing

Implementing partners' procedures regarding cash handling, approval of expenditures, reporting, budget control and other internal controls shall be based on sound financial management procedures and International Accepted Accounting Standards ensuring that: The partner maintains an appropriate accounting and double-entry-bookkeeping system; The Danish grant is entered into the accounts as income when received and committed; Expenditures is entered into the accounts in alignment with the annual output based approved budget, All expenditures are documented by original vouchers, original invoices and original, signed receipts, Receivables (including any unaccounted for advances) and payables are registered in the accounting system, Adequate control procedures are put in place and accounts are signed by the responsible institution's management; An accounting manual is maintained including policy for clear segregation of duties; Administration adheres to established written procedures.

All implementing partners will comply with *Danida's Financial Management Guidelines*. Accounts should be output based and at least at the same level as the projects' budgets.

Projects implemented by programme partners will be audited on an annual basis and the audited financial statements and the management reports should as a minimum include: Expenditure statement in accordance with the approved budget; Show the budget figures in a separate column to ease "actual vs budget" analysis; Report on opening and closing balances (itemized into cash and bank) for funds carried forward ensuring that all funds available for activities are included in the income statement; Report on unpresented cheques, unaccounted for advances, receivables and payables; A verified (by the auditors) asset register with details on location, date of purchase, ownership (RDE or partner), identification number (if applicable), condition, and when relevant date of disposal. Any disposals should be included in the register; and a Physical inspection of some randomly selected works/activities to provide the auditors view on, in a cost effectiveness perspective, quality and quantity of activities carried out by the partner and sub-partners

The partner shall ensure that any material issues raised in the auditor's report is appropriately and timely followed up and appropriate actions taken. The Danish Embassy reserves the right to claim full reimbursement of expenditure regarded ineligible according to the agreement between the parties. Accounting records shall be available for review and use by the Danish Embassy, by a representative appointed by the Embassy, or by the Danish Auditor General.

## 8.7 Anticorruption

All partners in the Programme will strive to prevent corruption, including by actively working with risk management, sound financial management, transparency, and value for money while spending and procuring. Any partner will be committed to the highest standards of transparency, probity, and accountability, and will not tolerate fraud, bribery, or corruption. Partner policies in this regard will be assessed and if satisfactory be followed.

Upon suspicion or awareness of specific cases of corruption involving staff members and/or implementing partners in programmes and projects, the implementing partner is obliged to immediately notify the Danish Embassy in Nairobi in accordance with the Anti-Corruption Policy of the Danish Ministry for Foreign Affairs ("Zero tolerance"). No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted – neither directly nor indirectly – as an inducement or reward in relation to activities funded under this agreement, including tendering, award or execution of contracts.

## 9. Risk Management

The main risks to the achievement of the expected outputs and outcomes within the implementation period are related to contextual risk (security and conflict, droughts, policies and stakeholder actions),

programmatic risks (system hindrances, and persistence of delivery modes) and institutional risks (institutional complexities, incentives and funding). The identified risks are related to the risks as seen from the various partner perspectives, but the identified risks need to be further developed as part of the detailed development of the projects and in line with the various partners' risk management systems. The assessment of development in risks will be an integrated part of the implementing partner's annual reports. And all project partners will actively assess risks and their developments and take regular management decisions with regards to navigation of the risks. Below is matrix showing the identified key risks. Most of the risks are also being mentioned in the Theory of Change. In Annex 4 a further and more descriptive presentation of the risks is presented.

### Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
The current level of droughts is increasing significantly making any agricultural production impossible in the areas	Unlikely	Significant	Programme work with resilience and climate adaptive solutions	Major	Droughts are frequent now and is a part of the ASAL. Significant increase during the next 3 years is unlikely, but future not known
In-security and conflicts are increasing in the area and in the region, resulting in sharp increase in refugee arrivals	Likely	Major	Continue to focus on development issues while being supportive of protection actions	Minor	Currently relative high refugee arrivals from neighbouring countries, but sharp increase will redirect funding to protection
Implementing of new Refugee Act is caught up in serious political differences hindering its implementation and progress in refugee integration	Unlikely	Significant	The Programme support includes facilitation of new Act implementation	Major	The new Refugee Act is being widely supported but also remains a political battleground
It is not possible to ensure sufficient agreement on prioritised development actions in the refugee hosting areas	Likely	Major	The Programme will work specifically on establishing agreements on prioritised activities	Minor	Proliferation of different pilot activities is a problem for many organisations

### Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
System hindrances and system procedures in GOK system related to provision of conditional grants to the Turkana County Government cannot be navigated	Likely	Significant	Strong programme work on adapting to the GOK system and ensuring funding to County	Minor	Direct financing to County for inclusive refugee responses not tested, but other donor funding to county development can be made to work
Proliferation of different, non-supportive activities continues and introducing development modes of operation is in practise resisted in favour of	Likely	Major	Strong programme advocacy for adjusting towards development solutions	Minor	Changing of delivery modalities in displacement situations can be challenging but there is wide

entrenched modalities of humanitarian delivery					recognition of the need to do it
The imbalance in support to refugees and host communities will remain and add to the gap between access to services among refugees and host communities	Likely	Major	Programme will seek to promote a balanced support to refugees and host so that host communities are not continuing to lack behind	Minor	At present the gap in terms of services between refugees and host is significant and this gap is recognised by many as a problem

#### Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
GOK institutional complexities, competing imperatives, and various departmental incentive structures putting some hindrances to the strengthening of capacities and mechanisms	Likely	Major	Programme has built its assistance in a flexible way, which increases option for positive outcome in the capacity strengthening	Minor	It is recognised that strengthening GOK institutions needs to take many complex institutional features into account
2 <sup>nd</sup> phase of KISED P is not widely supported by incoming County Government and other stakeholders and funding of it is not sufficient for the 2 <sup>nd</sup> phase to become active	Unlikely	Major	Programme is itself a strong support to KISED P 2 <sup>nd</sup> phase and can possibly attract other funding	Minor	KISED P is seen as a key process for integrating refugees and host communities but funding available is still not clear

## 10. Closure

The Programme is designed so that it can contribute significantly to implementation of inclusive refugee responses in Kenya within its three years of operation. That said, given the longer-term nature of the objectives of promoting inclusive refugee responses, the Programme would also benefit for being supported by a 2<sup>nd</sup> phase following the first three year. As the programme is piloting new innovative approaches it is likely that there will be implementation delays that could result in an extension of the programme period.

The Programme will support activities that are supportive of trying to secure a building of an alliance around the support to inclusive refugee responses, which also would include possible additional funding from various other partners that ultimately also might ensure additional funding for further phases of the Programme.

All programme activities are designed so as leading to sustainability in the longer-term development efforts and most of the activities will be able to continue although continued need for support from donor partners to the Turkana County Government must be expected.

The formal closure of the Programme will consist of implementing partners final reports (from the projects) to be delivered at latest 4 months after closure, which is expected to be end of 2025. The Danish Embassy in Nairobi will deliver a final results-report on the Programme at latest by June 2026. Final audits and closure of accounts should be undertaken within the first six months of 2026.

## 11. Short summary of projects

The projects presented in this summary will be further developed in consultation with key stakeholder during the inception phase. Detailing of results framework, of project approaches, of institutional set up and of staffing as well as of budgets and commitments are, amongst others, needed.

### 11.1 Project 1 – Support to strengthening of GOK institutional capacity at county and national level for implementation of inclusive refugee responses, lessons learning/model development, and coordination.

#### *Project objective*

Effective institutional capacity development of GOK actors to further operationalise its commitment to inclusive responses to forced displacement and strong coordination and lessons learning processes provided.

#### *Theory of Change*

**IF** adequate capacity strengthening in inclusive refugee responses of GOK actors at County and DRS level is provided, **IF** strong coordination and lessons learning is supported, and **IF** institutional capacity of GOK to address inclusive refugee responses and its related coordination are improved, **THEN** it will be possible for the GOK actors at County and DRS level to further operationalise its commitment to inclusive responses to forced displacement, and **THEN** improve delivery of inclusive social services as well as support in development of self-reliance and economic development among refugees and host communities in a balanced way. Eventually, this will contribute to the overall goal of building resilience and stability in refugee hosting areas. For the operationalisation of GOK commitments to happen, the key assumption is that GOK agencies and institutions (county government, DRS, Ministry of the interior, sector ministries) are interested and willing to strengthen capacities and mechanisms in support of implementation of the inclusive responses in the new Refugee Act. Related to this assumption, there is the risk of institutional complexities, competing imperatives, and various departmental incentive structures putting a hindrance to the strengthening of capacities and mechanisms, should be recognised.

#### *Summary of project content*

The project will have two main components, one supporting GOK institutional capacity development and another one supporting coordination, lessons learning/model development in the Programme, towards the relevant Kenyan stakeholders, and towards the framework of cooperation within the alliance with the Danish philanthropic foundations. This project is serving a supporting role for the whole of the Programme. The project will:

- Strengthen the institutional capacity of the County Government of Turkana to more effectively implement inclusive refugee responses and enhance its ability to plan and implement the transition towards GOK led and integrated service provision in the target areas of Turkana County in general and in refugee hosting areas specifically. This includes technical assistance and support to development of structures, procedures, policy and legal frameworks to domesticate the Refugees Act 2021 at the county level, establishment of coordination frameworks and mechanisms and the strengthening of technical capacity through training and peer to peer exchanges.
- Prepare the County Government for applying and implementing the funding to be made available as part of project 2 including equipping it with the procedures and systems, skills and capacities needed to make optimal use of the financial assistance
- Support DRS/Ministry of Interior at national level to strengthen its capacity to coordinate and support the roll out of the Refugees Act 2021. This includes development of regulations to implement the Refugees Act, 2021 and provision of resources to facilitate participation of DRS in activities supported by the Programme.
- Enhance coordination within the Programme, among Kenyan stakeholders and within the framework of cooperation. This includes ensuring that programme coordination, exchange and joint planning activities are being facilitated and supported within the Programme and within the framework of cooperation/alliance.



- Promote lessons learning/model development and applied research related to inclusive refugee responses within the Programme, in the framework of cooperation as well as towards the relevant actors in the Kenyan context. It will seek to build future models for implementation of inclusive refugee responses.

Activities will be implemented in accordance with a nexus approach so that humanitarian and development challenges are addressed in an integrated way. In this context, it will also mean that longer-term development is given relative priority, and it will mean that support is balanced among refugees and host communities. Further, the project will be implemented in accordance with a gender transformative approach, when possible and relevant.

Lead agencies in GOK will be County Government of Turkana, DRS, and Ministry of Interior, with further detailing of their relative roles needed in the forthcoming project development process. The main part of the project budget will be used on technical assistance and human resources that can support GOK implementation of inclusive refugee responses. The project will have strong synergies with other projects under the programme and especially, through supporting the GOK capacity for inclusive refugee responses, with project 2.

### *Results framework and outcome indicators*

The results framework of the project includes an outcome: “Capacity of Kenyan actors to further operationalise its commitment to inclusive responses to forced displacement including the implementation of its new Refugee Act is improved” and an outcome indicator of “Key GOK actors at county and national level experience improved ability to address inclusive refugee responses”. Kenyan actors are in this context primarily the County Government of Turkana and DRS at the national level. It has a target stating: “National and county level institutions have developed capacity and structures to effectively implement inclusive refugee responses (min. 50% of targeted key actors report improved ability or capacity resulting from project activities)”. The indicator will be verified through interviews with key government staff and institutions. Selected outputs under the project are: Implementation of inclusive refugee responses better supported by Turkana County Government staff; Mechanism for donor support to inclusive refugee responses in Turkana County developed; DRS better able to coordinate and support implementation of new Refugee Act; Research, lessons learning and model development for inclusive refugee responses are developed and communicated; Coordination of Programme and framework of cooperation for inclusive refugee responses supported.

### *Choice of implementing partner, aid modalities, capacity building and TA*

The project includes TA and capacity and institutional strengthening activities directed at (1) Turkana County Government (2) at DRS at national level, and of coordination and lessons learning activities directed at the Programme, the framework of cooperation, and towards general Kenyan actors. Therefore, it is expected that a project implementation unit with recruited technical assistance providing support at national and county level will be established. Furthermore, the support will possibly include inputs from other capable technical assistance actors within Kenya. It is the assessment that such qualified actors are to be found within Kenya. The qualifications for the selected implementer should include experience with: Inclusive refugee responses in Kenya, Institutional capacity strengthening of GOK institutions, Coordination, lessons learning and applied research, Working with CRRF and Refugee Act, Localisation agenda and nexus approach, Advocacy and information work.

### *Management arrangements, including monitoring framework*

The project will be managed in close dialogue with the relevant actors at Turkana County level and at national level of DRS. Strong management of the project and linkages with the Programme will be required since the project will play a key supportive role to the Programme. The monitoring of the project will be undertaken in accordance with a monitoring framework to be developed specifically for the project.

### *Financial modalities, financial management, planning and reporting*

The project will be financed directly from the Danish Embassy in Nairobi. Financial management of the project will be in accordance with Danida’s Aid Management or agreed financial management procedures of the



implementing partner(s). First disbursements will be made after the contract has been signed and the implementer's financial management capacity has been assessed. Subsequent disbursements are released against achievement of set milestones and once the implementer has accounted for previous funding. The specific procurement procedures of the project partner will be assessed and if found satisfactory, the procurement under the Programme will follow the implementing partner's procedures. An initial overall work plan for the three years of the project will be developed in the beginning. Based on this and developments within the project, annual work plan and budgets will be developed. The project will provide a yearly narrative technical progress report. Semi-annual financial reports will be developed.

#### *Budget at outcome level*

The budget allocated to the project outcome is set at DKK 27 million for three years of implementation and allocated in three tranches of DKK 10, 9 and 8 million per year to the project.

#### *Summary of risk analysis and risk response for programmatic and institutional risk factors*

One of the key programmatic risks for the project is that system hindrances and system procedures in GOK system related to provision of earmarked support to the Turkana County Government cannot be navigated, which will complicate the further step in the institutional strengthening for inclusive refugee responses of the County. The risks response will include focused project work on adapting to the GOK system and ensuring development of mechanism. A potential institutional risk relates to the institutional complexities and various departmental incentive structures putting some hindrances to the strengthening of capacities and mechanisms at county and national level. The risk response includes that the project has built its assistance in a flexible way, which increases option for navigating towards a positive outcome of the capacity strengthening.

#### *Closure*

The project is designed so that it will achieve its capacity/institutional strengthening outcome within the three years. Some follow up might be needed, but in different form and content. A reasonable level of sustainability is foreseen although the project is only running for three years and is addressing institutional change processes. The formal closure of the project will consist of the final report of the project partner to be delivered at latest 4 months after closure, which is expected to be end of 2025. Final audits and closure of accounts should be undertaken within the first six months of 2026.

## **11.2 Project 2 – Support to implementation of inclusive refugee responses in Turkana County through assistance and financial facilitation to Turkana County Government including sector focused support in health, education and water to 2<sup>nd</sup> phase of KISED**

#### *Project objective*

Improved ability of Turkana County Government to manage and implement the transition towards GOK-led, inclusive social services including effective sector-focused implementation of 2<sup>nd</sup> phase of KISED targeting refugees and host communities.

#### *Theory of Change*

**IF** Turkana County Government is supported and facilitated to direct its resources towards provision of inclusive GOK-led social services to refugees and host communities, and **IF** effective support to 2<sup>nd</sup> phase of KISED within the key sectors of health, education and water, which are central to resilience building and refugee/host community inclusion, is provided, **THEN** it is likely to see improved ability of Turkana County to manage and support the transition towards GOK-led, inclusive social services including contributions towards an effective implementation KISED 2, and **THEN**, this provision of social services will, through improved health, improved educational achievements, and improved access to water, contribute towards building resilience and climate adaptation capacity of refugees and host communities in Turkana County. Further, contributions to the process of burden sharing between donors and GOK in terms of refugee hosting in line with the new Refugee Act will have been provided. The key assumptions for this to happen is that ways of

supporting and facilitating the role of Turkana County Government, including provision of funding to this through the GOK system, are found and supported by key stakeholders. And further, that the 2<sup>nd</sup> phase of KISED P is developed based on lessons learned from KISED P 1 and that the approach of transition towards GOK-led services is integrated in KISED P 2. The risk is that system hindrances, lack of political will to channel funds to the area, and system procedures in GOK system related to provision of earmarked support to the Turkana County Government cannot be navigated, and that 2<sup>nd</sup> phase of KISED P is not widely supported by the incoming County Government and other stakeholders, and that funding of it is not sufficient to become active.

### *Summary of project content*

The project will provide financial assistance to Turkana County government in support of burden sharing and implementation of the transition towards GOK-led and integrated service delivery to refugees and host communities in Turkana County and it will, associated with this, provide earmarked support to the implementation of the 2<sup>nd</sup> phase of KISED P within the expected sectors of health, education and water.

The project will:

- Ensure funding to Turkana County Government for their priorities in terms of implementing inclusive refugee responses. Potential focus will be on health, education and water sectors, but will be decided in a county priority setting process. Integration with the CIDP will be sought. Utilisation of the funding to provide Turkana County Government input to 2<sup>nd</sup> phase of KISED P is also expected. Provision of the funding will take place when the Turkana County Government has developed the relevant capacities, systems and procedures for the receiving and spending funding on inclusive refugee responses.

Ensure funding to 2<sup>nd</sup> phase of KISED P that will aim at better and more inclusive approaches to integrate refugee and host communities in government led basic social services in 2<sup>nd</sup> phase of KISED P. Focus is expected to be on the sectors of health, education, and water. 2<sup>nd</sup> phase of KISED P will have an expected start in 2023. The Danish funding will be aligned with and contribute to ensuring the successful implementation of its 2<sup>nd</sup> phase, including through setting concrete milestones. It will actively support the pathways to development approaches and gradual moving away from humanitarian approaches. The project will throughout have a specific focus on strengthening the involved actors' capacities and commitment to making the transition to longer term development-oriented solutions to integration of host communities and refugees through government led service provision. This will be done in accordance with a nexus approach so that humanitarian and development challenges are addressed in an integrated way, and so that the provision of services will be balanced among refugees and host communities, while recognising that currently services provision is often poorer among host communities than among refugees. Further, the project will be implemented in accordance with a gender transformative approach, when possible and relevant.

The project will have two different modalities for financing the activities. One will consist of a conditional grant, access to which is conditional on the Turkana County Government developed plans, procedures, and capacities for the effective utilisation of the funding towards inclusive refugee responses and government led services to refugees and host communities in Turkana County including to 2<sup>nd</sup> phase of KISED P. The other modality will be funding through UNHCR, which will constitute a more immediate avenue for funding the implementation of 2<sup>nd</sup> phase of KISED P. It is envisaged that there will be a transition towards funding through the County Government of Turkana when the right capacities/procedures have been established.

Specifically, in order to access the financial assistance in the conditional grant and help the transition towards funding through GOK, the County Government will be expected to mainstream inclusive refugee responses in the CIDP and annual plans; develop a county legislative framework to domesticate the provisions of the Refugees Act 2021; establish a coordination framework that includes a functional financial management mechanism to facilitate financing for inclusive service delivery in refugee hosting areas; and appoint a focal person for coordination of the Programme. The release of the financial assistance to the County Government expected in Yr. 2 of the Programme shall be conditional on a resolution of the established Steering Committee confirming that the County Government has met the conditions for such release. The above are regarded as triggers that will signify the transition towards funding of the project through the County Government of Turkana and it would also be a process and timeline that UNHCR should be committed to.

The detailed content and design of the project will be developed over the course of the inception phase in second half of 2022/early 2023 together with relevant stakeholders and will be further aligned with the expected interventions from the three Danish philanthropic foundations participating in the forthcoming alliance.

### *Results framework and outcome indicators*

The results framework of the project includes an outcome: “Improved resilience and climate adaptation capacity of refugees and host communities resulting from improved management and implementation of GOK-led, inclusive social services reaching refugees and host communities in Turkana County including from effective sector-focused implementation of 2<sup>nd</sup> phase of KISED, and an outcome indicator of “Financial mechanism to support GOK-led service delivery in place and inclusive service delivery operational in refugee hosting areas of Turkana. And 2<sup>nd</sup> phase of KISED is effectively supporting social services within health, education, and water”. MOV will be progress reports from Turkana County and UNHCR progress reporting. It has a target stating: “A functional financial mechanism for burden sharing established and direct financing towards effective GOK-led inclusive service delivery in refugee hosting areas undertaken and within 2<sup>nd</sup> phase of KISED reaching a target of minimum 100.000 people (refugee and host)

Selected outputs under the project are: A functional financial mechanism in place, through which donor partners can contribute towards burden sharing for inclusive refugee responses; Turkana County able and directing support to inclusive health services benefitting refugees and hosts including support within KISED; Turkana County able and directing support to inclusive services within water benefitting refugees and hosts including support within KISED; Turkana County in conjunction with respective line ministry able and directing support to inclusive education services benefitting refugees and hosts including support within KISED. County Government of Turkana is having an increasing central role in managing and supporting KISED.

### *Choice of implementing partner, aid modalities, capacity building and TA*

The project will have two implementing partners. One partner being the County Government of Turkana and the other being UNHCR. Initial funding for support to 2<sup>nd</sup> phase of KISED within specific sectors will be channelled through UNHCR, but with the explicit intention of later transition towards funding through the County Government of Turkana. This will happen when adequate systems/procedures/capacities are in place. Turkana County Government is the most central actor in the transition towards GOK-led services. The implementing partner choice is crucial if more sustainability is to be introduced in term of service delivery in the refugee hosting areas, and to increasingly let funding and functions follow each other. Turkana County Government is, however, also not an implementing partner that many donors have financed directly and therefore significant work is needed to have the conditional grant to the Turkana County Government work efficiently and within the intended functions of supporting transition towards GOK-led service delivery. Capacity building and technical assistance to make the project work will be provided through Project 1, which will have key role in making the financial mechanism feasible under this project. The financing modality through UNHCR will be able to generate quicker delivery in terms of support to 2<sup>nd</sup> phase of KISED, something, which is important to get started early on in the project.

### *Management arrangements, including monitoring framework*

The project will be implemented and managed by Turkana County Government and by UNHCR through its Kenya office and its implementing structures in Kakuma/Kalobeyei. This management will be undertaken through an agreement between the Turkana County Government, UNHCR and the Danish Embassy in Nairobi. A tripartite agreement will be made between the partners, where the lead role of the County Government will be spelled out. Reporting from the project will be towards the Steering Committee of the Programme and the Danish Embassy. It is expected that the County Government and UNHCR will set a joint management team to be in charge of the project implementation. Monitoring of the project will be undertaken in accordance with a monitoring framework to be developed by project partners’ management teams but will to the extent possible be based on existing monitoring framework operational within the County Government and UNHCR.

### *Financial modalities, financial management, planning and reporting*

The project will be financed directly from the Danish Embassy in Nairobi to the Turkana County Government and to UNHCR. There will be two different financing modalities. For the financing modality through the County Government of Turkana, the financial management will be in accordance with agreed financial management procedures under the Public Finance Management Act 2012 and the Finance Management (County Governments) Regulations 2015, and will respect sound international principles for financial management, accounting and reporting. First disbursements will be made, when mechanism and procedures for management of the grant are in place (expected to be in year two of programme implementation), and when the developed mechanisms and financial management capacity has been assessed. Subsequent disbursements shall be released against achievement of set milestones and once the implementer has accounted for previous funding. For the financing modality through UNHCR, the financial management will be in accordance with the existing Partnership Agreement (2022- 2026) between the MFA and UNHCR and agreed financial management procedures of UNHCR, which will respect sound international principles for financial management, accounting, and reporting. First disbursements will be made at agreement signing and after financial management procedures has been agreed.

The specific procurement procedures of the project partners will be assessed and if found satisfactory, the procurement under the Programme will follow the implementing partner's procedures. The project partners will, at project start develop an initial overall plan for the three years of the project. Based on this and developments within the project, annual work plan and budgets will be developed. The project will provide a yearly narrative technical progress report. Semi-annual financial reports will be developed.

### *Budget at outcome level*

The budget allocated to the project outcome is set at DKK 88 million for three years of implementation and allocated in three tranches of suggested DKK 23 million for the first year, DKK 28 million for the second year and DKK 37 for the third year. Based on initial assessment of systems and capacities, the division of the funding between the two different financing modalities is suggested to be DKK 38 million through the Turkana County Government and DKK 50 million through UNHCR.

### *Summary of risk analysis and risk response for programmatic and institutional risk factors*

Key programmatic risks for the project are that system hindrances and system procedures in GOK system related to provision of earmarked support to the Turkana County Government cannot be navigated and further that proliferation of different, non-supportive activities continues and introducing development modes of operation is in practise resisted in favour of entrenched modalities of humanitarian delivery. The risks response will include that the Programme works on adapting to the GOK system and ensuring funding to County and further that the Programme support advocacy for adjusting towards development solutions. Key institutional risks include that GOK institutional complexities, competing imperatives, and various departmental incentive structures hinders the strengthening of capacities and mechanisms, and that 2<sup>nd</sup> phase of KISED P is not widely supported by incoming County Government and other stakeholders and funding of it is not sufficient for the 2<sup>nd</sup> phase to become active. The risk response includes that the project will build its assistance in a flexible way, which increases option for positive outcome in the capacity strengthening, and that the Programme is itself a strong support to KISED P 2<sup>nd</sup> phase and can possibly attract other funding.

### *Closure*

The project is designed so that it will achieve its outcome within the three years. It is however, foreseen that a follow up project phase will be needed to sustain and continue the burden sharing for inclusive refugee responses. A reasonable level of sustainability is foreseen although three years is a short time for transition towards GOK-led service delivery in support of inclusive refugee responses. The formal closure of the project will consist of the final report of the project partners to be delivered at latest 4 months after closure, which is expected to be end of 2025. Final audits and closure of accounts should be undertaken within the first six months of 2026.

### 11.3 Project 3 – Promotion of climate adapted self-reliance and resilience in refugee hosting areas/Turkana County through economic development and financial inclusion activities

#### *Project objective*

Effective and prioritised support to self-reliance including to expanded economic opportunities and financial inclusion is provided with a focus on strengthening resilience and climate adaption capacity of refugees and host communities in Turkana County.

#### *Theory of Change*

**IF** selection of activities related to economic development and financial inclusion is undertaken with focus on what constitute best practises in the area, **IF** effective and prioritised support to self-reliance including to economic development activities and improved financial inclusion activities is provided, and **IF** self-reliance and resilience is integrated with sound climate adaptation measures **THEN** improved self-reliance, expanded economic opportunities, and overall strengthened resilience and climate adaptation capacity for refugees and host community in Turkana County are made increasingly possible. An important assumption in this respect is that enough key stakeholders are supportive of prioritised activities and approaches within economic development and financial inclusion so that the Programme can support scalability of the activities. An associated risk is that proliferation of different and non-supportive activities continues, and that introduction of development modes of operation is in practise resisted in favour of entrenched modalities of humanitarian delivery.

#### *Summary of project content*

Overall, the project will support livelihoods and economic development activities that promote self-reliance and resilience including climate adaptation capacity of refugees and host communities in Turkana County. This project will through capacity development and direct support to self-reliance and resilience activities be contributing importantly to the overall objective of improved poverty rates and resilience among refugees and host communities. The project will:

- Support sector specific development interventions by key CSO partners to promote resilience, climate adaptation and self-reliance while supporting relevant transition towards GOK-led services in refugee hosting areas/Turkana County. It will include support related to economic development and financial inclusion in refugee hosting areas/Turkana County, with a particular focus on enabling transition towards locally/county-led and sustainable support services.
- Ensure that project design will be informed by a comprehensive assessment of approaches that have worked so far and it will seek to scale up such approaches. The project will undertake this in its inception phase.
- Select among potential areas for support that may include various business development initiatives in areas that have proven feasible for further economic development and also in supporting improved natural resource and range management within the mobile livestock sector, building on traditional approaches, systems and institutions.
- Mainstream sustainable and climate sensitive approaches in supporting livestock and agricultural development activities that are market driven and most effective in promoting inclusive and sustainable development.
- Aim to improve production and productivity in the livestock and in the crop sectors, enhance market linkages and otherwise strengthen the livestock and agriculture value chains.
- Deliver its input in close coordination with the priorities of the County Government and its CIDP as well as within the framework of the 2<sup>nd</sup> phase of KISED
- Ensure that the target communities are refugees and host communities within Turkana County and also includes communities specifically in refugee hosting areas of Turkana West Sub-County.
- Ensure effective and strong linkages and cooperation with private sector initiatives in Turkana County.
- Seek to link up with and benefit from the institution building processes with the County Government undertaken in project 1 and generally ensure linkages with the other projects under the Programme.



Activities will be implemented in accordance with a nexus approach so that humanitarian and development challenges are addressed in an integrated way. In this context, it will also mean that longer-term development is given relative priority, and it will mean that support is balanced among refugees and host communities. Further, the project will be implemented in accordance with a gender transformative approach, when possible and relevant.

Strong aspects of involvement of local civil society (Turkana and Kenya) will be included in the project in order to support the localisation agenda. The advocacy role of local civil society will be supported. The project will leverage on the work of Danish strategic partners already implementing projects in the refugee hosting areas of Turkana County. The project will be implemented by consortium of qualified NGO/TA association partners, who will seek close collaboration with the Turkana County Government and with 2<sup>nd</sup> phase of KISED P.

#### *Results framework and outcome indicators*

The results framework of the project includes an outcome: “Improved self-reliance, expanded economic opportunities, and overall strengthened resilience and climate adaptation capacity for refugees and host community in Turkana County”, and an outcome indicator of “A minimum of 50.000 people (refugees and hosts) improve self-reliance and resilience through prioritised project activities in support of economic development and financial inclusion”. It has a target stating: “Min 50.000 (refugee and host) supported and benefitting from economic development and financial inclusion activities of the project”. The indicator will be verified through direct monitoring/reporting from partners to be involved in project implementation. Selected outputs under the project are supportive of self-reliance and resilience in Turkana County and include: Target communities (refugees and hosts) are capacitated and benefitting from involvement in sustained economic development activities; Target communities (refugees and hosts) are capacitated and benefitting from involvement in sustained financial inclusion activities.

#### *Choice of implementing partner, aid modalities, capacity building and TA*

The project implementing partner will be selected through a process of tender undertaken by the Danish Embassy or other form of award process to strategic partnership organisations. The implementing partner is envisaged to be consortium of CSOs/TA organisations capable of addressing the various aspects stated in project summary. The localisation agenda will be important to address in the selection process. The project will be implemented through an agreement between the Danish Embassy and the successful tenderer. The qualifications for the selected implementer should include experience with: Inclusive refugee responses in Kenya including in the ASALs, Self-reliance work including work on economic development and financial inclusion, working with development solutions in context of displacement, localisation agenda and nexus approach, advocacy and information work.

#### *Management arrangements, including monitoring framework*

The project will be managed by the selected implementing partner (the successful tenderer/organisations) and will be managed in coordination with the Turkana County Government. Since the project will be implemented under an agreement with the Danish Embassy in Nairobi reporting will be towards the Embassy as well as the Steering Committee of the Programme. The implementing partner will select a management team to be in charge of the project implementation on behalf of the successful tenderer. Monitoring of the project will be undertaken in accordance with a monitoring framework to be developed by the implementing partner and to the extent possible in line with existing monitoring framework(s) of the selected implementing partner.

#### *Financial modalities, financial management, planning and reporting*

The project will be financed directly from the Danish Embassy in Nairobi to the implementing partner. Financing will be in accordance with a financing plan. Financial management of the project will be in accordance with agreed financial management procedures of the implementing partner, which will respect sound international principles for financial management, accounting, and reporting, and be in line with Danida’s guidelines for financial management. First disbursements will be made after the contract has been signed and the implementer’s financial management capacity has been assessed. Subsequent disbursements shall be released against achievement of set milestones and once the implementer has accounted for

previous funding. The specific procurement procedures of the project partner will be assessed and if found satisfactory, the procurement under the Programme will follow the implementing partner's procedures. The project partner will, at project start develop an initial overall plan for the three years of the project. Based on this and developments within the project, annual work plan and budgets will be developed. The project will provide a yearly narrative technical progress report. Semi-annual financial reports will be developed.

#### *Budget at outcome level*

The budget allocated to the project outcome is set at DKK 50 million for three years of implementation and allocated in three tranches of suggested DKK 17 million for the first, DKK 17 million for the second tranche, and DKK 16 million for the third tranche.

#### *Summary of risk analysis and risk response for programmatic and institutional risk factors*

One of the key programmatic risks for the project is that "Proliferation of different, non-supportive activities continues and introducing development modes of operation is in practise resisted in favour of entrenched modalities of humanitarian delivery". The risks response will include "Strong programme advocacy for adjusting towards development solutions". Key institutional risk related to the project have not been developed but are likely to include aspects of operation of CSOs and collaboration among CSO and other actors in promoting self-reliance and resilience.

#### *Closure*

The project is designed so that it will achieve its outcome within the three years. It is, however, foreseen that a range of activities in support of self-reliance and resilience will still be needed as a follow up to the project. This is to sustain and scale up results. Given that activities will have been selected based among other on their prospects of sustainability, a process that is leading towards a reasonable level of sustainability will have initiated. The formal closure of the project will consist of the final report of the project partner to be delivered at latest 4 months after closure, which is expected to be end of 2025. Final audits and closure of accounts should be undertaken within the first six months of 2026.

## Annexes

### Annex 1: Context Analysis

Kenya has a long history of engagement with refugee issues as a host country. For three decades, it has hosted well over 500,000 refugees at a time in Kakuma and Dadaab refugee camps and in urban areas. The country's policy on refugees is founded on commitments deriving from international and regional instruments to which it is party, including the 1951 United Nations Convention relating to the Status of Refugees, and its 1967 Protocol, and the 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa.

The refugee situation in Kenya is protracted and is likely to continue for the foreseeable future, given the context of conflict and insecurity that prevails in the Horn of Africa. Ongoing governance crises in Ethiopia, South Sudan, and Somalia have the potential of increasing refugee flows into Kenya and specifically into Kakuma Refugee Camp. Thus, there exists in Kenya a clear humanitarian-development-peace context that calls for refugee responses that while responding to immediate needs also address root causes of forced displacement and create foundations for sustainable development and lasting peace. The Kenya Government has committed to respond to this protracted refugee situation through inclusive approaches to forced displacement in support of refugees and affected host communities.

The national policy framework for implementing inclusive refugee responses is defined principally by the Constitution of Kenya 2010 and the Refugees Act 2021. The Constitution articulates national values and principles of governance and sets out the framework and procedures for political governance and planning and implementation of socio-economic development. It introduces devolution that transfer crucial functions for service delivery and development planning to county governments. Importantly for refugees, the Constitution domesticates general rules of international law into Kenya and stipulates that any treaty or convention ratified by Kenya shall form part of the law of Kenya, thereby automatically entitling refugees in Kenya to the protection available to them under international law.

The Refugees Act 2021 is the legal framework through which Kenya seeks to implement its Comprehensive Refugee Response Framework (CRRF), has been developed in line with the pledge it made at the Global Refugee Forum (GRF) held in Geneva in December 2019, to support refugee and host communities' social services, integration of refugees in CIDPs and area-based approaches, and strengthening of institutions and structures that manage asylum, deliver services and provide security in refugee-hosting areas. It provides for integration of refugees into host communities by ensuring that they have shared use of public institutions, facilities and spaces.

Through the CRRF and Action Plan published in October 2020, the GOK commits to work with humanitarian and development partners to ensure delivery of integrated services to refugees and host communities, with a focus on education; WASH; health and nutrition; housing land and property; livelihoods, self-reliance and social protection; environmental management and energy; and agriculture. In making these commitments, the Government is clear that it expects that its efforts shall be matched by support from the international community based on the principles of international cooperation as well as burden and responsibility sharing.

Kenya's policy framework for planning and implementation of development provides entry points for implementing socioeconomic integration of refugees and host communities and promotion of their self-reliance and resilience. Kenya Vision 2030 is the country's strategic roadmap for socioeconomic development to 2030. It is implemented through five-year Medium-Term Plans of which the fourth one is due to commence in 2023 and run to 2027. The Medium-Term Plan is organized around sectors that respond to the priority areas for socioeconomic transformation of Kenya as defined by Vision 2030. There are further opportunities for socioeconomic integration of refugees and host communities in Ending Drought



Emergencies Common Programme Framework (EDE-CPF), which implements interventions to strengthen resilience to drought and other climate-related disasters in the ASALs.

At the county level, County Integrated Development Plans (CIDPs) are the framework through which local service delivery and development priorities are identified and interventions to address them planned. CIDPs are implemented in five-year cycles that are aligned to the MTP framework of Kenya Vision 2030 and the country's electoral calendar. Already Turkana County has mainstreamed refugee issues into its CIDP, which speaks to refugee concerns in the relevant sectors. But as Kenya heads for national elections in August 2022, the current CIDPs are coming to an end, and new CIDPs for the period 2023-2027 will be developed by the new county governments after the elections. The process of developing the new CIDP for Turkana County will provide a unique opportunity for integrating partnership with this Programme into the CIDP to support implementation of inclusive refugee responses in Turkana County, generally, and in refugee hosting areas in Turkana West Sub-County, in particular.

Turkana County is also leading the way in piloting of socioeconomic integration of refugees and host communities through the Kalobeyei Integrated Socio-Economic Development Plan (KISEDIP), the first phase of which comes to an end in 2022. KISEDIP, which was developed through a partnership between the County Government, UNHCR and other development partners, aims to support a changed approach to providing assistance to refugees through the establishment of a settlement at Kalobeyei in Turkana West Sub-County. In the settlement both refugees and host populations will live together and access common services and support to strengthen their livelihoods and resilience. It is designed to be a multi-year, multi-agency plan that is fully mainstreamed into the CIDP for Turkana County.

A number of other donor-funded projects supportive of inclusive refugee responses are being implemented in Turkana County generally and in Turkana West Sub-County specifically. They include the World Bank - supported "Development Response to Displacement Impacts Project" (DRDIP), and the Dutch-supported "Improving prospects for refugees and migration cooperation" (PROSPECTS). Together with KISEDIP, these projects offer opportunities for partnership to leverage resources to achieve the objective of institutionalizing inclusive refugee responses in Turkana County, and thereby to offer lessons that may be replicated elsewhere in Kenya and beyond.

This Programme will contribute to these objectives by providing institutional capacity development support to the County Government of Turkana, DRS and other agencies to ensure effective implementation of integrated service delivery to refugees and host communities in line with commitments of the GOK in the CRRF and the provisions of the Refugees Act 2021. Its support is based on the recognition that although Kenya has made policy commitments to inclusive refugee responses, it faces significant capacity challenges that may undermine achievement of the commitments.

## Annex 2: Partner Assessment

Some of the partners in the Programme (project 1 and 3) will be determined through a tender process (recruitment, call for proposal or other) and assessment of capacity can therefore only be established following this. The partners for project 2 will be UNHCR and the County Government of Turkana.

Below is an assessment of partners with a stake or a possible stake in the Programme, the organisations are not presented in any order of priority:

**County Government of Turkana.** The County Government of Turkana is the primary organisation responsible for the future delivery of inclusive services in the refugee hosting areas of Turkana. Currently, the County Government is providing such services in all areas of Turkana, but with a more limited presence in the refugee hosting areas and generally with challenges in terms of delivery. Turkana County has been a major beneficiary of devolution, especially in the amount of revenue it has received from the Exchequer since 2013. Out of the 47 Counties, Turkana has consistently received the largest amount of devolved funds, or an average of Kshs. 10.5 billion per year, marking a significant change from previously. Although it has the policy, legal and institutional authority, and mandate for provision of services, the County Government has technical financial and institutional capacity limitations that limit its ability to effectively deliver on its mandate. Something which needs to be addressed, especially when the planned takeover of service provision by the County Government to include refugees and host communities alike. Findings of a recent assessment of county governments' capacities applies also to Turkana County Government<sup>13</sup>. It showed that the county government still faces critical challenges in the management of financial resources with weaknesses in county planning and budgeting processes, and particularly with regard to accounting for resources allocated to service delivery and reporting on results. There is an absence of sectoral guidance on how to finance, budget, manage, monitor and report on funds for service delivery, including generating and using assets. These findings will need to be taken into account in the further detailing of this Programme and directly in the support to institutional capacity development of the Turkana County Government. Further, and in line with the above mechanisms for providing donor support to and through the County Government are still relatively poorly developed. The project will include a more specific capacity assessment of the Turkana County Government as part of its further development and in order to detail the support in the most effective way.

**Department of Refugee Services (DRS).** Although the DRS has been in existence as the Department of Refugee Affairs, the Refugee Act 2021 has expanded its functions, including by introducing additional new responsibilities for management and oversight of designated areas. Moreover, it must oversee the new approach to management of refugee affairs that entail movement away from encampment to integration of refugees and host communities. This new approach calls for new skills on the part of the DRS and its staff. The DRS will need technical support to enable it to play its role effectively. At the time of formulating this Programme, the Regulations for implementation of the new Act were reportedly being developed. The Act stipulates that they must be in place within six months of the Act coming into force. Even when the Regulations are in place, DRS will also need support to create awareness about them among key stakeholders and for training on aspects of the new Act and the new approach.

**UNHCR.** UNHCR is the custodian of UN Conventions on refugee protection and holds the primary responsibility for implementation of the GCR and the CRRF. In this capacity, and with respect to Kalobeyei, as co-lead of KISEDIP with the County Government of Turkana, UNHCR is at the centre of the implementation of the new approach to managing refugee affairs. Furthermore, UNHCR has for more than half a century overseen the humanitarian approach, however with more and more refugee situations becoming protracted, UNHCR have taken steps to adapt its operational mode to include a humanitarian - development approach.

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<sup>13</sup> WB study

The success of doing so, have varied across operations, and is a matter of attention from UNHCR HQ, i.e. to adapt, strengthen and improve its work within a nexus approach.

UNHCR is a long standing partner of the MFA, and is currently the largest recipient of Danish multilateral assistance. A Strategic Partnership Agreement (2022-2026) between UNHCR and the MFA is providing the foundation for the cooperation, including with respect to agreed financial management, reporting etc. The overall partnership is being discussed at annual consultations, and where a key topic have been the need for UNHCR to adapt its mode of moderation to a nexus approach, especially in protracted displacement situations such as in Kenya. UNHCR is a key partner in the Programme mainly because of its central role in KISED P and its future central role in supporting implementation of 2<sup>nd</sup> phase of KISED P. An earlier review/evaluation of KISED P pointed critically at the difficulties experienced by UNHCR in supporting longer-term development within KISED P and in practise moving outside of the humanitarian mode of delivery. There has unfortunately not been any independent evaluation at the end of the first phase of KISED P, but there are indications that the challenge remain. With this programme, there will be an effort to promote longer-term development approaches as part of the Programme engagement with UNHCR for the 2<sup>nd</sup> phase of KISED P.

**CSO partners relevant for inclusive refugee responses.** There are many actors working on different aspects of refugee support in Turkana West, the majority of which are international NGOs. This Programme seeks to support localization and will deliberately aim to partner with local CSOs. Among the CSOs in this category, with which the Programme could partner in Turkana West are the Kenya Red Cross, Refugee Consortium of Kenya (RCK), Africa Inland Church (AIC), and the Regional Durable Solutions Secretariat (ReDSS). Kenya Red Cross and African Inland Church are partners of UNHCR in delivery of health services. RCK is a national legal rights and advocacy NGO that provides legal aid and support to refugees and advocates for their protection. It was actively involved in advocating for the new Refugee Act and is currently supporting the development of its implementing Regulations. ReDSS is not a local NGO but is well placed to partner with the Programme by reason of its technical expertise on durable solutions. It is a consortium of 14 NGOs that supports stakeholder engagement towards durable solutions for displacement-affected communities in East Africa and the Horn of Africa. Otherwise, the formulation mission identified a need for support to localization of civil society engagement with refugee issues, in the context of transition to government-led services to refugees and host communities. A strong local civil society engagement will ensure the mobilization of political will needed especially at the county level for government resources to be allocated for the benefit of refugees.

## Annex 3: Theory of Change, Scenario and Result Framework

### Theory of Change

The overall Theory of Change (TOC) for the Programme is: **IF** Kenya's capacity to implement the refugee act is enhanced, and **IF** accordingly social services (health, education and water), and self-reliance support to refugees and host communities is delivered in Turkana County following the CIDP and KISED 2 plans and with a focus on promoting resilience and climate adaptation capacities, **THEN** GOK-led services and opportunities for self-reliance and economic development will be improved for refugees and host communities and their resilience strengthened. This will **THEN** further contribute to the Kenyan CRRF strategic objective of improved Inclusive refugee responses being met, and to the MFA strategic objectives of reducing poverty, addressing fragility, and creating sustainable alternatives to irregular migration and displacement, and strengthen action to support climate change adaptation. For this to happen, the most central assumptions are that key actors (GOK incl. County Governments, DPs and CSOs) will be supportive of the implementation of the new Refugee Act, including prioritizing GOK led longer term development approaches, burden sharing, and balanced financial support to refugees and host communities. The associated risks are that the implementation of the Refugee Act is caught up in political differences and bureaucracy, which causes delays and disagreement that is hindering its implementation and that it is not possible to ensure sufficient agreement on prioritised longer term actions both at national and county level. Further, that unbalanced support to refugees and host communities will remain and add to the gap between access to and quality of services for refugees and host communities, the latter currently being disadvantaged.

Contributing to the overall TOC, the Programme also has three different more specific ToCs that are directly associated with the three different projects which together contribute to the overall objective of the Programme. They are:

For Project 1: **IF** adequate capacity strengthening in inclusive refugee responses of GOK actors at County and DRS level are provided, **IF** strong coordination and lessons learning is supported, and **IF** institutional capacity of GOK to address inclusive refugee responses and its related coordination are improved, **THEN** it will be possible for the GOK actors at County and DRS level to further operationalise its commitment to inclusive responses to forced displacement, and **THEN** improve delivery of inclusive social services as well as support in development of self-reliance and economic development among refugees and host communities in a balanced way. Eventually, this will contribute to the overall goal of building resilience and stability in refugee hosting areas. For the operationalisation of GOK commitments to happen, the key assumption is that GOK agencies and institutions (county government, DRS, Ministry of the interior, sector ministries) are interested and willing to strengthen capacities and mechanisms in support of implementation of the inclusive responses in the new Refugee Act. Related to this assumption, there is the risk of institutional complexities, competing imperatives, and various departmental incentive structures putting a hindrance to the strengthening of capacities and mechanisms, should be recognised.

For Project 2: **IF** Turkana County Government is supported and facilitated to direct its resources towards provision of inclusive GOK-led social services to refugees and host communities, and **IF** effective support to 2<sup>nd</sup> phase of KISED 2 within the key sectors of health, education and water, which are central to resilience building and refugee/host community inclusion, is provided, **THEN** it is likely to see improved ability of Turkana County to manage and support the transition towards GOK-led, inclusive social services including contributions towards an effective implementation KISED 2, and **THEN**, this provision of social services will, through improved health, improved educational achievements, and improved access to water, contribute towards building resilience and climate adaptation capacity of refugees and host communities in Turkana County. Further, contributions to the process of burden sharing between donors and GOK in terms of refugee hosting in line with the new Refugee Act will have been provided. The key assumptions for this to happen is that ways of supporting and facilitating the role of Turkana County Government, including provision of funding to this through the GOK system, are found and supported by key stakeholders. And further, that the

2<sup>nd</sup> phase of KISED P is developed based on lessons learned from KISED P 1 and that the approach of transition towards GOK-led services is integrated in KISED P 2. The risk is that system hindrances, lack of political will to channel funds to the area, and system procedures in GOK system related to provision of earmarked support to the Turkana County Government cannot be navigated, and that 2<sup>nd</sup> phase of KISED P is not widely supported by the incoming County Government and other stakeholders, and that funding of it is not sufficient to become active.

For Project 3: **IF** selection of activities related to economic development and financial inclusion is undertaken with focus on what constitute best practises in the area, **IF** effective and prioritised support to self-reliance including to economic development activities and improved financial inclusion is provided, and **IF** self-reliance and resilience is integrated with sound climate adaptation measures **THEN** improved self-reliance, expanded economic opportunities, and overall strengthened resilience and climate adaptation capacity for refugees and host community in Turkana County are made increasingly possible. An important assumption in this respect is that enough key stakeholders are supportive of prioritised activities and approaches within economic development and financial inclusion, so that the Programme can support scalability of the activities. An associated risk is that proliferation of different and non-supportive activities continues, and that introduction of development modes of operation is in practise resisted in favour of entrenched modalities of humanitarian delivery.

## Scenarios

In the expected scenario of sufficient political and practical backing to the implementation of the CRRF and the new Refuge Act the scenario would likely be the following:

The added focus on longer-term development solutions, as supported by this Programme, will be an important contribution towards improved resilience and more balanced support within the humanitarian-development context. At end of the Programme, which is after all only three years, we will see a gradual transition towards GOK-led inclusive delivery of social services to refugees and host communities and the central role of Turkana County Government in the move towards inclusive refugee responses will have been boosted importantly. Turkana County Government as well as DRS institutional capacities to support implementation of inclusive refugee responses will have improved making such implementation more sustainable.

Local civil society will also have been supported through the Programme and their capacity enhanced, which will also contribute to stronger local engagement and sustainability of the interventions of the Programme. Specific improvements within in the sectors of health, education, water and self-reliance and economic development will have been experienced by the target group and the improvements have at the same time been supportive of the longer-term goal of transition towards GOK-led services. This would have progressed generally in Turkana County in tune with Turkana County Government priorities for inclusive refugee responses as expressed through the CIDP and specifically in the 2<sup>nd</sup> phase of KISED P.

Within the areas of self-reliance and resilience, the support has been able to prioritise the most important intervention in support of longer-term development and apart from the direct support to the target population that the activities have provided, they have also been able to scale up and provide options for replication of best practises. The inclusive refugee responses addressed by the Programme will have followed best strategies for ensuring best possible adaptation to climate change in the area, which again will contribute to overall resilience of people in the area.

In general, the inclusion addressed by the Programme will have been boosted by utilising people-centred and participatory approaches, which has ensured the best fit of the activities with the realities for people in the areas. This will also have ensured that inclusion is done in ways most supportive of longer-term development in the area. The Programme will have been able to learn lessons and to ensure development of solutions/models within inclusive refugee responses and have been able to communicate this.

In an alternative scenario, where the implementation of the CRRF and the new Refugee Act is not being supported politically and in practise, the scenario could be the following:

The support to the transition to GOK-led social services in Turkana will have continued but there would be less actual take-up possible by the County Government. Programme resources would then increasingly have to be (or continue to be) channelled through existing humanitarian set up (UNHCR and partners) but would still aim at more direct involvement of GOK at county level and still work towards more development-oriented approaches to delivery. Developing of GOK capacities would be undertaken, but with a more uncertain directions in terms of implementation of inclusive refugee responses. Local civil society will also have been supported through the Programme and their capacity enhanced, which will also contribute to stronger local engagement and sustainability of the interventions of the Programme. Specific improvements within in the sectors of health, education, water and self-reliance and economic development within KISED P and more generally in Turkana County will have been experienced by the target group but with limited transition seen towards GOK-led services.

Within the areas of self-reliance and resilience, the support under this scenario would still have been able to prioritise the most important intervention in support of longer-term development and would also be a direct support to the target population. Options for scale up and replication of best practises would remain, but with less opportunities for working with key GOK stakeholders at county level. Further, the inclusive refugee responses addressed by the Programme will have followed best strategies for ensuring best possible adaptation to climate change in the area, which again will contribute to overall resilience of people in the area. Inclusion would have been addressed and utilisation of people-centred and participatory approaches would have been possible, but with less involvement of GOK at county level. The Programme will still have been able to learn lessons and to ensure development of solutions/models within inclusive refugee responses and have been able to communicate this.

Overall, the Programme would in this scenario still constitute an important contribution towards resilience and self-reliance of refugees and host communities in Turkana County, but issues of sustainability would not have been addressed at the same level.

## Results framework

A more detailed results framework, than the one in the main report, is presented below. It is still to be further developed later in the process.

### Result framework for the Programme “Support to inclusive refugee responses in Kenya, 2022-25”

(note: the outputs are tentative and will be adjusted during the more detailed project design process, where also indicators, MOVs, and baseline/targets will be further developed)

Programme	Support to inclusive refugee responses in Kenya, 2022-25
Programme Objective	To enhance self-reliance, resilience, and long-term stability for refugees and host communities in especially Turkana County by supporting Kenya’s national and locally led development efforts to improve access to inclusive basic social services, thereby contributing to a reduction in inequality and poverty.
Impact Indicator	Number of refugees and host community members in Turkana County refugee hosting areas experiencing improved resilience as consequence of implemented programme activities (target minimum 150.000 refugees and hosts)
Baseline	Baseline is 0 as impact is related to increased resilience from programme activities
Project 1	Support to strengthening GOK institutional capacity at county and national level for implementation of inclusive refugee responses and lessons learning/model development, and coordination
Outcome	Capacity of GOK to further operationalise its commitment to inclusive responses to forced displacement including the implementation of its new Refugee Act is improved

Outcome indicator		Key GOK actors at county and national level demonstrate improved ability to address inclusive refugee responses. MOV include interviews with key government staff and institutions.	
Baseline	Year	2022	Institutional capacity to address inclusive refugee responses limited, but baseline is set a 0 as improvement are measured from impact of programme activities
Target	Year	2025	National and county level institutions have developed capacity and structures to effectively implement inclusive refugee responses (min. 50% of targeted key actors report improved ability or capacity resulting from project activities)
Output 1.1		Implementation of inclusive refugee responses better supported by Turkana County Government staff	
Output indicators		TBD	
Baseline	Year		
	2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		
Output 1.2		Mechanism for donor support to inclusive refugee responses in Turkana County developed	
Output indicators		TBD	
Baseline	Year		
	2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		
1.3 Output		DRS better able to coordinate and support implementation of new Refugee Act	
Output indicators		TBD	
Baseline	Year		
	2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		
1.4 Output		Research, lessons learning and model development for inclusive refugee responses are developed and communicated	
Output indicators		TBD	
Baseline	Year		
	2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		
1.5 Output		Coordination of Programme and framework of cooperation for inclusive refugee responses supported	
Output indicators		TBD	
Baseline	Year		
	2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		



Project 2		Support to implementation of inclusive refugee responses in Turkana County through assistance and financial facilitation to Turkana County Government including sector focused support in health, education and water to 2 <sup>nd</sup> phase of KISED	
Outcome		Improved resilience and climate adaptation capacity of refugees and host communities resulting from improved management and implementation of GOK-led, inclusive social services reaching refugees and host communities in Turkana County including from effective sector-focused implementation of 2 <sup>nd</sup> phase of KISED	
Outcome indicator		Financial mechanism to support GOK-led service delivery in place and inclusive service delivery operational in refugee hosting areas of Turkana County. And 2 <sup>nd</sup> phase of KISED is effectively supporting social services within health, education, and water." MOV will be progress reports from Turkana County and UNHCR progress reporting.	
Baseline	Year	2022	No financial mechanism for donor support to County role in inclusive refugee responses in place and funding from County to inclusive service delivery very limited. Provision of social services under KISED 2 has not started. Progress measured against programme generated impacts, so baseline is 0.
Target	Year	2025	A functional financial mechanism for burden sharing established and direct financing towards effective GOK-led inclusive service delivery in refugee hosting areas undertaken and within 2 <sup>nd</sup> phase of KISED reaching a target of minimum 100.000 people (refugee and host)
Output 2.1		A functional financial mechanism in place, through which donor partners can contribute towards burden sharing for inclusive refugee responses	
Output indicators		TBD	
Baseline	Year		
	2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		
Output 2.2		Turkana County able and directing support to inclusive health services benefitting refugees and hosts including support within KISED	
Output indicators		TBD	
Baseline	Year		
	2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		
Output 2.3		Turkana County in conjunction with respective line ministry able and directing support to inclusive education services benefitting refugees and hosts including support within KISED	
Output indicators		TBD	
Baseline	Year		
	2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		
Output 2.4		Turkana County able and directing support to inclusive services within water benefitting refugees and hosts including support within KISED	
Output indicators		TBD	
Baseline	Year		
	2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		

Output 2.5		County Government of Turkana is having an increasing central role in managing and supporting KISED
Output indicators		TBD
Baseline	Year 2022	
Target	Year 1	
Target	Year 2	
Target	Year 3	

Project 3		Promotion of climate adapted self-reliance and resilience in refugee hosting areas/Turkana County through economic development and financial inclusion activities	
Outcome		Improved self-reliance, expanded economic opportunities, and overall strengthened resilience and climate adaptation capacity for refugees and host community in Turkana County	
Outcome indicator		A minimum of 50.000 people (refugees and hosts) improve self-reliance and resilience through prioritised project activities in support of economic development and financial inclusion. MOV will be direct monitoring/reporting from partners to be involved in project implementation.	
Baseline	Year	2022	0, since the project report on outcome of project-supported activities
Target	Year	2025	Min 50.000 (refugee and host) supported and benefitting from economic development and financial inclusion activities of the project
Output 4.1		Target communities (refugees and hosts) are capacitated and benefitting from involvement in sustained economic development activities	
Output indicators		TBD	
Baseline	Year 2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		
Output 4.2		Target communities (refugees and hosts) are capacitated and benefitting from involvement in sustained financial inclusion activities	
Output indicators		TBD	
Baseline	Year 2022		
Target	Year 1		
Target	Year 2		
Target	Year 3		

## Annex 4: Risk Management

The main risks to the achievement of the expected outputs and outcomes within the implementation period are related to contextual risk (security and conflict, droughts, policies and stakeholder actions), programmatic risks (system hindrances, and persistence of delivery modes) and institutional risks (institutional complexities, incentives and funding).

The stock-take and mitigation of potential emerging risks will be carried out on an annual basis as an integrated part of the implementing partners annual reporting. And all project partners will actively assess risks and their developments and take regular management decisions with regards to navigation of the risks. Below the identified risks and their associated management responses are presented.

- “The current level of droughts is increasing significantly making any production impossible in the areas”. The management response to this risk includes a continued focus on creating resilience and climate adaptive solutions that will also work in situations of droughts. This includes designing activities in the projects, where sensible drought response mechanisms are integrated. Even with this, increasing level of more severe drought (from the already critical level) will be a major risk. It is, however, important to recognise that there are no alternatives to developing the best possible resilience for people in the area (refugees and hosts).
- “In-security and conflicts are increasing in the area and in the region, resulting in sharp increase in refugee arrivals”. The management response to this risk includes continuation of the focus on development issues while being supportive of protection actions. This means that the Programme should continue to direct its funding towards longer-term development issues, as this will continue to be needed for solving the problems in the area. The programme should be supportive of immediate protection needs - but let other humanitarian partners try to cover the financing of the needs.
- “Implementing of new Refugee Act is caught up in serious political differences hindering its implementation and progress in refugee integration”. The political differences include political issues coming up as part of the election process in Kenya. The risk management includes activities that are supporting and facilitating the implementation of the new Act. Such activities will include directly supporting aspects of implementation that are in support of the new Act but could also include more information and advocacy activities in support of the implementation of the new Act.
- “It is not possible to ensure sufficient agreement on prioritised development actions in the refugee hosting areas”. The risk management includes that the Programme will work specifically on establishing agreements on prioritised activities. Such agreements can be in many forms, but the fundamental aspect is the Programme partners seek to influence as many other stakeholders as possible for agreeing of what is working best and most needed and should therefore be prioritised.
- “System hindrances and system procedures in GOK system related to provision of earmarked support to the Turkana County Government cannot be navigated”. The risk management includes adapting of activities of the Programme to GOK systems and, when needed, seeking to change aspects of the systems to be able to channel donor funding to inclusive refugee responses to the County Government.
- “Proliferation of different, non-supportive activities continues and introducing development modes of operation is in practise resisted in favour of entrenched modalities of humanitarian delivery”. The risk management includes strong advocacy done by the Programme and directed at stakeholders involved with refugee/host community responses in Turkana and Kenya for adjusting towards development solutions.

- “GOK institutional complexities, competing imperatives, and various departmental incentive structures hinders the strengthening of capacities and mechanisms”. The risk management includes building the assistance of the Programme, including the capacity and institutional development efforts, in a flexible way, which ensures possibilities of adapting to challenges developed, and increases option for positive outcome in the capacity strengthening.
- “2<sup>nd</sup> phase of KISED P is not widely supported by the incoming County Government and other stakeholders and funding of it is not sufficient for the 2<sup>nd</sup> phase to become active”. The risk management response includes ensuring that the Programme in itself provides a strong support to KISED P 2<sup>nd</sup> phase and that opportunities for attracting other interested funding partners are being pursued.

## Annex 5: Budget Details

### Programme Budget

(Budgets under outputs are tentative and put in brackets – they are not totalled)

<b>Programme:</b>					
<b>Support to inclusive refugee responses in Kenya, 2022-25</b>					
<b>Outcomes</b>	<b>Budget in DKK million (based on years spent – commitments made year before)</b>				
	2022	2023	2024	2025	Total
Outcome 1: Capacity of GOK to further operationalise its commitment to inclusive responses to forced displacement including the implementation of its new Refugee Act is improved		<b>10.0</b>	<b>9.0</b>	<b>8.0</b>	<b>27.0</b>
Output 1.1 Turkana County – institutional strengthening		(4.0)	(4.0)	(3.0)	
Output 1.2 Turkana County – funding mechanism development		(1.0)	(1.0)	(1.0)	
Output 1.3 DRS – institutional strengthening		(3.0)	(2.0)	(2.0)	
Output 1.4 Lessons learning – model development		(1.0)	(1.0)	(1.0)	
Output 1.5 Coordination Programme/Framework of cooperation		(1.0)	(1.0)	(1.0)	
Outcome 2: Improved resilience and climate adaptation capacity of refugees and host communities resulting from improved management and implementation of GOK-led, inclusive social services reaching refugees and host communities in Turkana County including from effective sector-focused implementation of 2 <sup>nd</sup> phase of KISED P		<b>23.0</b>	<b>28.0</b>	<b>37.0</b>	<b>88.0</b>
Output 2.1 Functional financial mechanism			(0.5)		
Output 2.2 Support in health		(8.0)	(8.5)	(11.0)	
Output 2.3 Support in education		(7.0)	(8.5)	(11.0)	
Output 2.4 Support in water		(7.0)	(9.5)	(14.0)	
Output 2.5 KISED P/County Gov. management/coordination/involvement		(1.0)	(1.0)	(1.0)	
Outcome 3: Improved self-reliance, expanded economic opportunities, and strengthened resilience/climate adaptation for refugee and host community in refugee hosting areas/Turkana County		<b>17.0</b>	<b>17.0</b>	<b>16.0</b>	<b>50.0</b>
Output 4.1 Sustained economic development		(7.0)	(7.0)	(6.0)	
Output 4.2 Financial inclusion		(5.0)	(5.0)	(5.0)	
Technical assistance, monitoring, reviews, audits		<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>10.0</b>
Unallocated			<b>10</b>	<b>15.0</b>	<b>25.0</b>
<b>Total</b>		<b>53</b>	<b>68</b>	<b>79</b>	<b>200.0</b>
Commitments to be made by MFA	<b>50</b>	<b>50</b>	<b>100</b>		

## Annex 6: List of Supplementary Materials

- [Joint evaluation of the integrated solutions model in and around Kalobeyei, Turkana, Kenya](#) (October 2019)
- [Global Compact on Refugees](#), December 2018
- [Denmark – Kenya Partnership Policy 2021-2025](#)
- [Guidelines for Country Strategic Frameworks, Programmes & Projects](#) and relevant annexes [here](#)
- [THE KALOBYEI INTEGRATED SOCIO-ECONOMIC DEVELOPMENT PROGRAMME](#)
- [KALOBYEI INTEGRATED SOCIO-ECONOMIC DEVELOPMENT PLAN IN TURKANA WEST](#), strategic overview
- [Turkana Country Integrated Development Plan, CIDPII 2018-2022](#)
- [Understanding the Socioeconomic Conditions of Refugees in Kalobeyei, Kenya, results from the 2018 Kalobeyei Socioeconomic Profiling Survey](#)
- [Second Garissa County Integrated Development Plan 2018-2022](#)
- [WBG DR DIP programme docs.](#)
- [An Overview of the Borderlands of the Horn of Africa](#)
- [IFC analyses](#)
- The DK-funded report from 2010 on the [Socio-economic impact of refugees in Dadaab](#) – although old, still relevant as the only such analysis in Dadaab
- RSC studies ([complete list](#))
- [ReDSS documents](#)
- Programme documents for DK bilateral development programme 2021-2025 (water/health)

## Annex 7: Plan for Communication of Results

Results of the programme will be communicated in the following ways:

- Information on results from progress reports from the four specific projects will be gathered, analysed, written together, and communicated. The responsible partner for this, will be the implementing partner of Project 1 and, specifically, those responsible lesson learning. Target audience will be the organisations involved with inclusive refugee responses. Timing will be once a year.
- Information on results and experiences from all partners involved in the framework for cooperation re. inclusive refugee responses will be shared within the partners involved and will be specifically gathered by those responsible for lessons learning in Project 1. Such information on results and experiences will be analysed and based on this, lessons learned will be developed on a continuous basis. Lessons learned will be communicated actively by Project 1 and directed at partners, at the broader community of practise re. inclusive refugee responses and eventually to the wider public in Kenya and in Denmark through specific stories of experiences with the introduction of inclusive refugee responses. Responsible will be those responsible for lessons learning in Project 1 and eventually MFA at DK level or Nairobi level. Timing will be annually.
- Information about emerging experience and model development related to how to address inclusive refugee responses in protracted situations of displacement will be gathered, analysed and summarised actively by the those responsible for lessons learning in project 1. Models/ lessons learned will be communicated actively by Project 1 and directed at the broader community of practise re. inclusive refugee responses and eventually to the wider public in Kenya and in Denmark through specific stories of what models are working re. inclusive refugee responses. Responsible will be those responsible for lessons learning in Project 1 and eventually MFA at DK level or Nairobi level. Timing will be once during the last year of the project.
- Information from final reports from the different projects will be gathered, analysed, and processed after the project has ended. Focus will be on results, experiences, lessons learned and emerging models. The results of this process will be communicated to partners that have been involved, to the wider community of practise and involved organisations re. inclusive refugee responses in Kenya and other countries with protracted refugee situations, and through developed stories to the wider public in Kenya and Denmark Since, this is after formal project closure, it is foreseen that this will be done under a technical assistance contract with qualified consultants. Timing will be once and following immediately after final reports have been delivered in mid 2026.



## Annex 8: Process Action Plan

Below is the process action plan for finalisation of the process towards. A process action plan for the implementation of the Programme will be developed later on in the process

Action/product	Deadlines	Responsible/involved Person and unit	Comment/status
First draft programme document	June 2022	HCE/Nairobi	
Presentation to the internal Programme Committee of (early) draft programme document	June 2022	HCE/Nairobi	
Finalisation of draft programme document	June-July 2022	HCE/Nairobi	
Draft TOR for internal appraisal	June 2022	HCE/Nairobi	
Field appraisal	29 August – 3 September 2022	ELK	
Draft appraisal report including summary of conclusions and recommendations	15 September 2022	ELK	
Final Programme Document + annexes forwarded to ELK	26 September 2022	HCE/Nairobi	
Consultation workshop in Nairobi with Government officials, international and national partners	3-5 October 2022	HCE/Nairobi	
Presentation to the Council for Development Policy	13 October 2022	HCE/Nairobi	
The minister approves the programme	After meeting in the Council for Development Policy		
Exchange of letter with GoK, Treasury	October - December 2022	Nairobi	
Registration of commitment	December 2022	Nairobi	
<b>INCEPTION PHASE</b>			
Start of inception phase project formulation / design of individual projects	December 2022	HCE/Nairobi	
Initiate technical discussions and project design with Turkana County officials and UNHCR with regard to project 2	December 2022	Nairobi/HCE	
Preparation of tender process/calls for project 1 and 3	December 2022	Nairobi/HCE	
Initiation of tender process/call for proposal for project 1 and 3	January 2023	Nairobi	
Deadline for UNHCR to submit project proposal for project 2	February 2023		
Desk appraisal for project 1 - 3	April-May 2023	Nairobi	

Selection of successful tenderer for project 1 and 3	May 2023	Nairobi	
Official launch of alliance and the overall framework projects	May-June 2023	HCE/MNS/Nairobi	
Mid-term review	Mid-2024	Nairobi	

## Annex 9: Table of appraisal recommendations and follow-up actions taken

<b>Title of Programme/Project</b>	<b>Inclusive Refugee Response in Kenya, 2022-2025</b>
<b>File number/F2 reference</b>	<b>2020-19670</b>
<b>Appraisal report date</b>	<b>22 September 2022</b>
<b>Council for Development Policy meeting date</b>	<b>13 October 2022</b>
<b>Summary of possible recommendations not followed (to be filled in by the responsible unit)</b>	
<p><b>Overall conclusion of the appraisal</b></p> <p>The programme is welcomed as a pilot initiative seeking new modalities of working in protracted displacement settings and as a first attempt for the Ministry of Foreign Affairs of Denmark (MFA) to collaborate with Danish philanthropic foundations.</p> <p>The proposed programme is <i>recommended for approval on the condition that substantial changes are made to the design</i> in the form of merging two (out of four) projects into one, while undertaking minor adjustments in the programme document in line with the recommendations below. The two projects to be merged will support the same county government-led integrated socio-economic development plan. The latter has so far been implemented by UNHCR and partners. The intention is to support the process of transition to a more government-led response. The programme's four projects are not yet formulated and will be subject to a subsequent desk appraisal once ready in the first half of 2023.</p> <p>Overall, the preparation process was satisfactory considering it kicked-off in February 2022. Some information for framing the Kenyan institutional context is missing. Sustained consultations/dialogue are expected in the upcoming project formulation process. The planning of the 6-months inception phase is not presented in the programme document and needs to be unfolded. The programme's intervention logic is difficult to follow; the programme theory of change does not articulate the envisaged pathway of change, is not linked to the project theories of change and does not fully resonate with the result framework. The programme has not yet defined its partner mobilisation strategies/modalities for two of the projects whereas partner capacity assessments for two of the proposed projects are not presented in programme documentation. In terms of budget, allocations seem reasonable but in the outcome-budget format, the integration of costs that serve the entirety of the programme under one outcome may result in skewed assessment of costs.</p>	
<b>Recommendations by the appraisal team</b>	<b>Follow up by the responsible unit</b>
<b>Bilateral Development Programme/Programme Level:</b>	
<i>Preparation process and planning</i>	
<b>Recommendation 1:</b> Update the analysis in the programme document with documentation relevant for the institutional setting of the programme.	Accepted, and this will be done accordingly.
<b>Recommendation 2:</b> In the Process Action Plan, include realistic milestones for the inception phase spanning the formulation of the project documentation, partner selection, desk appraisal, finalisation of project documentation and, as relevant, the reallocation of project commitments.	Accepted, this will be done accordingly

<b><u>Recommendation 3:</u></b> Undertake an MFA-led midterm review by mid-2024 to take stock on progress made after the inception phase and propose adjustments as necessary for the remaining life of the programme.	Accepted
<i>Strategic framework, intervention logic and partnerships</i>	
<b><u>Recommendation 4:</u></b> Articulate more clearly the programme's humanitarian-development nexus approach focusing on the dimensions relevant to the programme, and how this is intended to be unfolded at project level.	Accepted, this will be done accordingly.
<b><u>Recommendation 5:</u></b> Revisit the programme objective and theory of change in view of enhancing clarity and coherence between the programme theory of change, the project theories of change and the result framework, while linking the programme to Danish and Kenyan strategic frameworks and developing scenario analyses to facilitate future adaptation strategies.	Noted, the ToC has been changed
<b><u>Recommendation 6:</u></b> Provide a more elaborate assessment of partner capacities as a basis for the choice of programme partners, including information on planned capacity assessments that will guide capacity building efforts during implementation. For calls and tenders, be more specific about the selection procedure, process and criteria.	Partner assessments will be part of the project design in the inception phase of the programme. The projects will be subject to desk appraisal. A detailed assessment and criteria for selection will be part of the project design.
<i>Management setup, budget and financial management</i>	
<b><u>Recommendation 7:</u></b> Clarify the foreseen organisational set-up at programme level, including stakeholders with management, implementation and monitoring roles to the extent this is feasible prior to the formulation of the projects.	Accepted, this will be incorporated to the extent feasible at the stage.
<b><u>Recommendation 8:</u></b> To be able to assess VfM in line with the AMG outcome-budget format, consider the placement of management, lessons learned and coordination functions across programme outcomes or under the outcome where the cost is most significant.	VfM will be assessed in conjunction with the finalisation of the project design and budget allocation. In this process, the coordination, management and lesson learning will be further formulated as part of project 1.
<i>Long term perspective for sustainability, communication and expectation management</i>	

<p><b><u>Recommendation 9:</u></b> Ensure that a transition and hand-over process plan with clear milestones and success criteria is foreseen in the programme document and integrated into the design of the project to outline and communicate the responsibilities of UNHCR and the county government in that regard.</p>	<p>A transition plan, incl. milestones will be elaborated to the extent possible.</p> <p>A formal transition plan will have to be agreed between GoK, UNHCR, partners and donors – and will largely depend on the GoK engagement, capacity and budgets to assume a larger role.</p>
<p><b><u>Recommendation 10:</u></b> Merge projects 2 and 3 as they both serve thematic area 2 of the programme in relation to social service delivery under KISED P in line with the Refugee law, CRRF and the Marshall Plan.</p>	<p>Accepted, the merging of project 2 and 3 will be done before submission to UPR.</p>

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in..... on the .....

Kimiko Pedersen, Appraisal Team leader/ELK representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in.....on the.....

Head of Unit/Embassy

## Annex 10: A strategic vision paper for creating a public-private alliance

### - Taking an outset in Kenya

We are less than 10 years away from reaching the Sustainable Development Goals and there is an urgent need to accelerate its implementation. As crises grow in intensity and complexity, greater collaboration and synergies along the humanitarian, development and peace nexus and among public and private institutions are crucial to ensure an effective collective response for the implementation of the SDGs and leaving no one behind.

In line with SDG 17, and to promote new approaches, modalities and expertise as well as optimize and increase synergies of investments, the Ministry of Foreign Affairs and leading Danish philanthropic foundations, specifically Lego Foundation, Novo Nordisk Foundation and Poul Due Jensen/Grundfos Foundation, aim to build a joint alliance. The mission of the alliance is:

*By joining forces and leveraging each partner's comparative advantages, the alliance will seek to pioneer new ways of working together in public-private partnership to achieve equitable and inclusive change to vulnerable populations.*

#### **Taking an outset in Kenya:**

As a first initiative, the alliance will pioneer a jointly aligned programme in Kenya. The vision of the programme is that:

*Refugees and host communities access inclusive sustainable quality services in areas of health, water and education and are resilient and self-reliant.*

Four years into the Global Compact of Refugees and ahead of the next Global Refugee Forum in 2023, there is a need to demonstrate comprehensive solutions-oriented initiatives that will have a transformative and sustainable impact on refugee inclusion.

Based on an approach of solidarity and responsibility sharing, the alliance will support the Kenyan government finding new and more sustainable ways to respond to the protracted displacement situation in Turkana County. This will be done with an aim to creating transformative and long-term impact for refugee and host communities alike, and with a special programmatic focus on health, education and water.

The alliance will focus on enhancing joint impact for refugee and host communities, leveraging policy dialogues on inclusive refugee policies, create joint learning on new approaches and modalities as well joint advocacy and visibility. The alliance believes there is a need to test new grounds and move away from silo approaches, and instead utilize the comparative advantage that sits with the public and private sector, philanthropic foundations, bilateral and multilateral partners in an aligned, strategic and holistic way.

Therefore, in Kenya, Turkana County, we would like to pilot a flagship programme focusing creating pathways for refugee inclusion through a humanitarian – development – peace nexus approach with a vision to promote lasting solutions. This will be in conjunction with the already progressive approach taken by the Government of Kenya, including the newly adopted Refugee Act.

#### **1. Principles for the alliance**

Under the umbrella of doing development differently, it is believed that by joining forces and utilizing the comparative advantages that each member of the alliance have within the areas of education, health and water, the substantial impact and ability to bring sustainable change will be much higher, than what individual stand-alone interventions can achieve. In addition, the combination of technical expertise and knowledge, and ability to work multi-sectoral would be beneficial for engagement in national and international policy discussions and fora.

The alliance will work towards:

- Ensure overall coordination both at strategic, technical and operational level between the MFA, Novo Nordisk Foundation, Lego Foundation and Poul Due Jensen/Grundfos foundation
- Optimize knowledge sharing among the members of the alliance and ensure mutual learning throughout the programme period
- Optimising synergies between the identified program elements in a coherent and holistic way
- Coordinate common positions related to the implementation of the overall programme vis-à-vis external stakeholders, including UN, development actors and the Kenya Government at both county and at national level
- Develop joint policy messages and promoting policy dialogue with the Kenyan Government as well as with other national and international partners.
- Undertake joint advocacy and communication initiatives in Denmark and international related to inclusive refugee responses and the programme specifically.

## 2. Programmatic principles: Providing support to the Government of Kenya for inclusive refugee responses

A number of fundamental principles will be guiding the operationalisation of the common vision stated above, including:

- The Global Refugee Compact is the guiding document for all interventions in displacement and refugee settings
- Programme interventions will be in line with the directions set in the new Kenyan Refugee Act, the Comprehensive Refugee Response Programme (CRRP) and the so-called “Marshall Plan”. Moreover, interventions will be in line with national and sub-national planning priorities, including, when relevant, the implementation of the 2<sup>nd</sup> phase of KISED.
- The County Government of Turkana is recognised as the main responsible agent for delivery of future services in the refugee hosting areas in Turkana County and will be an essential interlocutor for the alliance.
- Existing coordination structures in Kenya will be used as the main entry point for collaboration and coordination between the alliance and other stakeholders, including county and national government entities, with regard to programme implementation and policy dialogue.
- Alliance partners will support the localisation agenda, including by strengthening the capacity and involvement of not only county government, but also local civil society organisations.
- Interventions under the strategic framework will be based on the Do No Harm principles and support people-centred approaches to enhance longer-term development solutions. In other words, the involvement and decision making of target populations, should take place through participatory approaches, and should be implemented to the greatest extent possible.
- Interventions will be implemented through climate sensitive approaches and specific attention will be given to the strengthening of gender equality and transformative approaches

### Draft coordination structures

At the outset a coordination structure among the alliance will be set up and serve to ensure strategic directions and technical dialogue and policy formulation.

Strategic level			
High level discussions about the strategic direction of the programme and initiatives of the alliance	Annual meetings	Copenhagen	With members of the alliance, and potential core implementing partners.



<b>Technical level</b>			
<p>Technical level discussion on:</p> <ul style="list-style-type: none"> <li>- Status of implementation and synergies.</li> <li>- Coordination of joint positions vis-à-vis external coordination fora's, incl. government meetings</li> <li>- Policy formulation as needed</li> <li>- Ongoing feedback and learning</li> </ul>	Quarterly meetings	Nairobi/Copenhagen	With members of the alliance and potential core implementing partners
<b>Operational level</b>			
<ul style="list-style-type: none"> <li>- Coordination among IP's and with County Officials</li> <li>- Ensure synergies and opportunities are optimised</li> <li>- Address ongoing challenges, delays etc.</li> <li>- Monitoring and learning</li> </ul>	Monthly	Nairobi/Turkana	Members of the alliance and implementing partners