Operational Report

Building Capacity at the Local Government Level for Evidence-based Policy Planning in Kenya

November 2020 - April 2021

Executive Summary

This operational report provides a mid-term update (from 9th November 2020 to 30th April 2021) on activities of the Building Capacity at the Local Government Level for Evidence-based Policy Planning in Kenya (EPP) project.

The EPP project's overarching goal is to facilitate evidence-based planning of policies and strategies to address the SDGs in arid and semi-arid land (ASAL) counties in Kenya. The project was conceived to address broadly the absence of evidence-based policy development in sub-national settings of developing countries due in part to the paucity of the tools and the capacity to use them by local government policymakers and planners.

Despite these delays due to the COVID-19 pandemic, progress has been made on the key outcomes of building capacity for evidence-based policy planning (EPP) and applying guidance and learnings in the policy process that builds a strong foundation for achieving them by project end.

This report is structured as follows:

- Section I provides an introduction to the project.
- Section II reports on the activities implemented and outputs to date, and progress towards the project outcomes.
- Section III provides a summary financial report of the project.
- Section IV discusses lessons and outlook for the next reporting period.
- Annexes provide further details on summaries given in the report.

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I. Project Background

Successful implementation of the Sustainable Development Goals (SDGs) require adaptation to national circumstances through localization of goals and targets, prioritization, and sequencing of policies and investments aimed at achieving the goals. Similarly, the global SDG targets and indicators, as well as national targets and indicators cannot simply be transferred to the subnational level. Cities and states function under different contexts and start from different development baselines that are masked by national aggregates. In this climate, there is a risk national policies fail to address existing inequalities, and could very well exacerbate them.

As the governance body closest to citizens, local governments are well-positioned to transform the ambition of the SDGs into concrete actions that respond to the realities on the ground, while avoiding the aforementioned risk. In Kenya, this opportunity is facilitated by its devolved system of government, which empowers counties to set their development agenda. But even in this context, questions about which goals to prioritize, which metrics and indicators best capture local contexts, and where and how to allocate limited financial resources to achieve the maximum development impact are inherently technical as well as political.

The EPP project addresses the technical and political challenges county governments (and their development partners) face through implementing a program that provides a dynamic policy simulation and analysis tool to be used by county governments in Kenya to design the most effective policies that address their policy objectives in a cost-efficient manner. Such tools, especially when developed in a transparent and participatory manner with the policy stakeholders, have been shown to contribute to bridge gaps among stakeholders who have competing interests and priorities.

The EPP project offers direct benefits, on one hand by building constituencies with a commitment to evidence-based integrated policymaking, and on the other hand by delivering concrete policy advice on key SDG goals, thereby making a potentially valuable contribution to achieving key SDG targets. This would foster institutionalization of the approach and so ensure its sustainability for policymaking. Furthermore, the project provides a public good through sharing best practices, and offering valuable insights to development cooperation providers for aligning strategies and results frameworks with those of country partners, i.e. the project advances the key principles of the Busan Partnership for Effective Development Co-operation.

The project is being implemented as a pilot in two frontier counties: Isiolo and Marsabit. The key activities of the project are:

- Articulation of the county policy challenges, hypotheses, and desired policy outcomes;
- Building policy simulation models focused on agriculture, livestock, fishery, and forestry sectors that are central to poverty reduction and attainment of the majority of the SDGs in the counties;

- Developing the capacity of county policymakers and planners to question different policy trajectories and negotiate decisions through effective prioritization and testing processes, and exploration of multiple alternate policy solutions to find the best decisions.

- Developing knowledge products to support county policymakers and their development partners for the design of effective transformative county development policies.

The COVID-19 pandemic has impacted the project in ways that was anticipated in the project risk analysis. Specifically travel to Kenya has not been possible to date, and travel and public gatherings within Kenya has been limited. This impacted our ability to hold project meetings and workshops timely, but overall the impact has not been high, with those activities now being conducted remotely and in person-remote hybrid. The risk remains however that we are not able to travel to Kenya during the remainder of the project, and this would have a high impact on consolidating the outcomes.

II. Activities Implemented and Outcomes Achieved in the Reporting Period

Progress on Outcomes

Progress has been made towards achievement of the project outcomes in the reporting period, and we expect to achieve both by the conclusion of the project. We can report the following intermediate outcomes at this time:

Outcome 1: Institutional capacity to effectively use evidence-based policymaking for sustainable development planning strengthened in the selected counties

- Foundational capacity to support evidence-based policymaking has been achieved in the two counties. Introductory system dynamics training has been completed, and the scope of the model to be developed for use in policymaking by the counties have been defined.

Outcome 2: Policy guidance and learnings are applied in policy processes

- Memoranda of Understanding (MoU) have been developed (Annex A). The MoU sets out the framework of collaboration between MI and the counties, and includes the following key commitment of the counties:

  i. Establishment of a working group/technical team to coordinate and guide planned activities related to the assessment and analysis of CIDP.

  ii. Establishment of an institutional structure/mechanism that facilitates effective institutionalization of the iSDG Model beyond its initial implementation and mainstreaming of the evidence-based policy planning process in the county.

The MoU terminal date is 31 December 2022, with an option to extend as needed, which allows MI to continue to support the counties throughout the period when the next County Integrated Development Plan (CIDP) will be prepared. This also mitigates the impact resulting from not traveling to Kenya should the coronavirus preclude holding in-person workshops during the project period.

- Review of the development priorities within the 'Big Four Agenda', the CIDP and County Annual Development Plan.

Progress on Activities and Outputs

The project start was delayed until January 2021 from the originally planned start of November 2020 due to the end of year holidays in the U.S. and Kenya, which created difficulties in scheduling the planning and sensitization meetings with the project key stakeholders. Further delay was caused by the COVID-19 pandemic, which halted global travel during the reporting period. These difficulties lead to re-evaluation and re-planning of activities and, in some cases, postponement of scheduled activities. Despite the delays, the progress that has been made on implementation and outputs place achieving the project outcomes on a stable foundation.

The project outputs are shown in Table 1. These outputs will be achieved from activities that incrementally build upon one another, and thus will be fully achieved later in the project timeline. The activities completed in the reporting period all contribute to progress on the project outputs, in particular Output 1.1, 2.1, and 2.2, and are described below.

Table 1: Project Outputs

Output	
1.1	Improved institutional capacity to conduct policy assessments and monitor policy implementation.
1.2	Policies to catalyze attainment of SDG indicators in key sectors are strengthened.
1.3	Multi-stakeholder participation in setting county development agendas are strengthened.
2.1	Pilot methodology for sub-national localization of SDGs and identification of priorities developed.
2.2	Improved alignment among CIDPs, sectoral plans, and annual development plans; and resource allocation efficiencies are strengthened.
2.3	Improved knowledge management and policy processes for county policy makers to make informed decisions to address SDG priorities.

Stakeholder analysis and sensitization meetings & workshops

This activity was planned as a broad sensitization of the project stakeholders in government, civil society, and development partners, leading to the final selection of the two pilot counties where the project methodology will be applied, and formalization of memoranda of understanding with the counties. However, because of the aforementioned delays, it was restructured on direct selection of the two counties and sensitization of the county officials. A project brief was also developed as an information and communication material and shared

with stakeholders electronically (Annex E). (The sensitization of the broad stakeholder group is still planned to take place in the next project period.)

A short list of ten (10) counties designated as both ASAL and frontier counties was selected from the 47 counties in Kenya. It was important to narrow the potential counties to those in Kenya's northern frontier, which have been economically marginalized, suffered instability, poverty and insecurity for a long time.

A multi-criteria decision analysis (MCDA) matrix was developed to rank the counties on criteria including data availability, institutional quality, and similarity of environmental and sectoral characteristics, which impacts the scalability of the project methodology (Annex B). The MCDA was completed independently by MI and FCDC and the results discussed by both institutions, to ensure there was objectivity in the decision, while also allowing subjective assessment. The two counties selected after this process were Marsabit and Isiolo county. (It is noteworthy that the FCDC had hoped that at least five counties would be selected, but we explained that the aim is to pilot the project methodology in two counties so that lessons learned can be applied when the project is scaled to more counties.)

Following their selection, multiple small group sensitization meetings were held remotely with the two counties to discuss the project goal and plan, and to confirm their interest in the project.

Multi-stakeholder workshops to define priority issues for analysis

The purpose of this activity is to define county development priorities and establish the technical and policy advisory group for each county, leading to formalization of their modelling terms of reference. However, due to the suspension of public gatherings and restriction on movement imposed by the Government of Kenya, the workshop planned for April 19-21, 2021 was canceled, and remote meetings were held with each county instead (Annex C).

The outputs of these meetings include establishment of the county project teams, successful training on foundational technical skills for application of the iSDG model, development of modelling terms of reference that frames how the SDGs will be localized, and MoU between MI and the County Government (now awaiting signatures).

Each county prepared and delivered a presentation on their CIDP process and the key development issues of the county. Following this, foundational system dynamics modeling skills were trained. Once the participants grasped the foundational technical skills, then an example model application was presented and the potential intersections between the analytical methodology and the CIDP process was discussed, leading to a prioritization of development issues. Analysis of the feedback questionnaire completed by the workshop participants confirmed that all the respondents agree that the workshops were successfully achieved its objectives (Annex D).

The model and analysis scope has been established from these county priorities, and the discussions of the direction of the model and analysis have resulted in orienting the scope of the model to represent a Human Development Centered approach. In particular, the Human Development Index (HDI) and the sectors that have the greatest impact on the components of the HDI and where data is available are the focus. The components of the HDI that set the

boundary of the model include life expectancy at birth, mean years of schooling, and Gross National Income per capita. This focus is what will drive the inclusion and exclusion of particular concepts and sectors of the model to be developed in the next project period.

Data collection and model development

Data collection and model development activities are at a preliminary level. Data availability and accessibility is ongoing. The model development work has begun with evaluating the key sectors that drive impact on the HDI and the components that are county priorities.

III. Management and Finances

Management: An internal project management board was constituted to oversee the project. The board monitors project implementation, manages risks, reviews and approves outputs, and takes decisions about the project in consultation with project partners and stakeholders. The board meets at least once a month, and as needed in the period between scheduled meetings. County teams were also established, with persons named to the different roles required for the county's contribution to the project implementation.

In the early days of the project kick-off, meetings were held weekly to develop the strategy for engaging with partners in Kenya and to engender local support and ownership of the project. This was necessary to respond to and manage interest groups that presented during the selection of the pilot counties, where a risk emerged that could have negatively impacted the project had it not been managed successfully.

Personnel: Additional personnel were added to the project – a data analyst to support data collection and processing, and a senior modeler & policy analyst to support workshop facilitation. The cost of these additional personnel will be covered under the personnel budget line item, and will not cause an increase in the total personnel budget.

Budget: We have expended 54% of the funds that was planned during the reporting period. The underspending comes largely from the multi-stakeholder meetings & workshops, and travel budget line items, where we have spent just 18% of planned costs because of the restriction on public gatherings necessitated by the COVID-19 pandemic. We also have underspending of about 27% in the personnel line item because of the delay in project kick-off caused by the end-of-year holidays, but we expect to be on track in the coming months.

IV. Lessons Learnt and Outlook

Interactions with the project stakeholders and analysis of the response to the workshop questionnaire confirmed the need for the project. Officials confirmed they do not have analytical tools to conduct evidence-based policy planning and have been requesting such capability, hence the project is very critical to the counties' capabilities in directing planning

to attain local and national development goals and the SDGs (Annex D). One county official stated, “We are willing and committed to the success of this amazing project.” These reactions portend well for the project’s success. Even so, we are cognizant that enthusiasm for the project is not enough to guarantee its success: policy have competing priorities demanding their attention, and policy stakeholders often have competing interests and agendas that evidence may not support. Furthermore, just 66% of respondents to the workshop questionnaire are confident their organization will be able to apply the iSDG tool in practice. The reasons behind this response will need to be interrogated so that we can adapt our approach as needed to ensure that the enthusiasm shown for the project is translated into concrete commitment and the project outcomes are sustained in the long term.

The challenges presented by the coronavirus pandemic required us to modify our implementation approach, which has thus far been successful in keeping the project on track despite the initial delays. Nevertheless, virtual workshops are not a substitute for in-person meetings and workshops, which help to build trust among stakeholders and the project partners, particularly in the early stages of a project. This was also a key take away from the responses to the questionnaire, where 33% felt that the workshop was negatively impacted by the facilitator joining remotely, and a further 66% felt the workshop would have been more effective if it were not held remotely. Accordingly, we hope that we can resume in-person workshops soon.

The key activities for the next period are to develop the iSDG models for the counties, use them in multi-stakeholder workshop settings to examine different policy options and their impacts on achieving the counties’ development objectives, and consolidate other processes to institutionalize evidence-based policy planning.

Annexes

Annex A: Text of Memorandum of Understanding

This Memorandum of Understanding (hereinafter referred to as "**MoU**") is made between the **County Government of Marsabit**, Office of The Governor, P.O Box 384 – 60500, Marsabit, Kenya (herein referred to as "**CGM**" which term shall refer to its successors and assignees) and the **Millennium Institute**, 2200 Pennsylvania Ave. NW, 4th Floor East, Washington, DC 20037, USA (herein referred to as "**MI**" which term shall refer to its successors and assignees).The two, **CGM** and **MI**, are herein referred to as **Parties** collectively, or as **Party** individually.

PREAMBLE

WHEREAS, the County Government of Marsabit has a mission to spearhead transformative and sustainable development towards achieving quality life for all county residents.

WHEREAS, the **MI** is an independent and non-partisan, nonprofit organization committed to promoting systems literacy and dynamic modeling tools to attain sustainable development worldwide. By providing these tools, MI empowers people and governments to build societies that are peaceful, equitable, and sustainable.

WHEREAS, **CGM** and **MI** have common objectives in furthering sustainable development through the promotion of a close link between science and policy, in order to develop economically, ecologically, and socially sound policies on sustainable development, based on a devolved, multi-stakeholder approach; and acknowledge that the parties may have independent interests in activities in this regard.

THEREFORE, **the Parties** in view of their common objectives and in view of independent interests, have reached a mutual understanding to enter into a memorandum of understanding as set forth in the following terms:

ARTICLE 1: PURPOSE AND OBJECTIVE

The Parties agree to:

Collaborate in the establishment, implementation and institutionalization of system dynamic models, specifically **Integrated Sustainable Development Goals Marsabit Model (iSDG-Marsabit Model)**, to support the development of evidence-based policy planning for sustainable development in Marsabit, Kenya. In particular, the parties agree to jointly undertake the following common objectives:

1. Development of the iSDG-Marsabit Model to represent and address County development priorities specified in County Integrated Development Plan (CIDP) and documented in the model Terms of Reference (ToR)

2. Assessment, analysis, and generation of sustainable development policies through regular use of the iSDG-Marsabit Model in a devolved and multi-stakeholder process to support the CIDP document.

3. Expansion, updating, and maintenance of the iSDG-Marsabit Model to keep the model up-to-date, capable of responding to new analytical needs, and for monitoring implementation and evaluating the impact of policies.

4. Provide capacity building to stakeholders (inclusive of state and non-state actors) to anchor knowledge in System Dynamics and the use of the iSDG-Marsabit Model in Kenya, including through collaboration with local institutions and academia.

5. Establish a Technical Task Force to review and maintain, where necessary, the iSDG-Marsabit model.

6. Collaborate with the local and national institutions (e.g. Kenya National Bureau of Statistics (KNBS) to facilitate data collection, validation and harmonization among key sector data producers.

7. Collaborate with other counties and national planning institutions in order to strengthen coherence between CIDP policy and the broader national economic growth and development policy.

ARTICLE 2: CGM RESPONSIBILITIES

The Parties agree that CGM will be responsible, within available resources, for the following:

1. Establish a working group/technical team to coordinate and guide planned activities related to the assessment and analysis of CIDP, including the following specific responsibilities:

    a. Manage data collection and data update requested by MI, and provide said data to MI for the development and calibration of the ISDG-Marsabit Model.

    b. Collaborate with MI to guide and monitor the policy modeling processes and the interpretation of results focused on the development priorities detailed in the Model ToR in the context of the CIDP.

    c. Participate in capacity building activities.

    d. Advise stakeholders and decision makers on the use of the model in the development, monitoring, or evaluation of county policies and other legislative processes, as appropriate.

    e. Present model findings to county departments and other ministerial and inter-ministerial groups, committees and task forces.

2. Establish an institutional structure/mechanism that facilitates effective institutionalization of the ISDG-Marsabit Model beyond its initial implementation and mainstreaming of the evidence-based policy planning process in the county. Such a structure/mechanism should be designed to achieve the following:

    a. Use of the iSDG-Marsabit Model in the development, monitoring, or evaluation of county policies, to assess sustainable development impact in support of the county CIDP, budgeting, and other legislative processes, as appropriate.

    b. Annual work plan to analyze and influence the CIDP policy framework and other legislative processes, as appropriate, with support of the model.

    c. Retain at least two qualified and dedicated personnel in the Department of Finance and Economic Planning (DOFEP) to carry out the responsibilities outlined in Paragraph 1.

    d. Communicate and promote the iSDG-Marsabit Model findings within the county government and among other relevant institutions and stakeholders.

    e. Collaborate with MI to conduct periodic review and validation of the iSDG-Marsabit Model to ensure the model continues to meet the highest quality standard and benefits from the latest improvements to the iSDG Core model.

    f. Collaborate and share information and knowledge about the iSDG-Marsabit Model and new developments and versions of the iSDG-Marsabit Model with interested stakeholders including county departments, national ministries and agencies, and development partners, to ensure a multi-stakeholder and coordinated planning approach.

ARTICLE 3: MILLENNIUM INSTITUTE RESPONSIBILITIES

The Parties agree that MI will be responsible, within available resources, for the following:

1 Facilitate the development of the iSDG-Marsabit Model by defining county development priorities in cooperation with CGM in a model ToR.

2 Develop the iSDG-Marsabit Model in order to represent the county development priorities as agreed upon in the model ToR.

3 Cooperate with CGM in conducting analysis of county policies impacting sustainable development issues and county development priorities as detailed in the model ToR.

4 Collaborate with CGM in order to document and present the results of analysis of county policy impact on development priorities in a policy brief.

5 Conduct selected activities related to the analysis of the development priorities detailed in the model ToR, promotion of the model findings, and continuous support and follow-up on further developments of the model's sectors, taking into account available resources.

6 Establish links to regional and international fora, meetings and initiatives, as well as relevant regional and international policy processes and institutions, in order to facilitate the sharing of experiences, findings, and lessons learnt from the county level application of the iSDG-Marsabit Model and localization of the Sustainable Development Goals.

ARTICLE 4: FINANCIAL ARRANGEMENTS

MI, through a grant received from the Swiss Agency for Development and Cooperation (SDC), shall be responsible for the full costs of workshops and capacity building activities of the project.

MI, shall also cover administrative and coordination cost of the CGM up to 120,000 Ksh during the project period. In addition, MI shall cover the cost of participation in project meetings and workshops. This shall include daily subsistence allowance, transportation, and data reimbursement of participants.

CGM shall contribute in-kind personnel and administrative costs at an amount to be determined by CGM during the project period.

ARTICLE 4: ADDENDA

Project documents and other addenda, which describe more specifically the activities to be carried out, or items to be required for the co-operative programme may supplement this MoU. These documents shall be annexed to this MoU and become an integral part of the MoU. Such documents may originate from any of the parties, but will require full approval of all parties.

ARTICLE 5: CONFIDENTIALITY

The Parties shall not disclose nor communicate any confidential information relating to the other party's affairs. Where the disclosing party has notified the receiving party in writing that certain information should be treated confidentially to any third party, the receiving party to comply with such requirement of confidentiality; save where required by law or with the express written consent of the other party and such consent not to be unreasonably withheld or delayed.

ARTICLE 6: CO-AUTHORSHIP

Any publications resulting from research with relevant contributions by the other parties, including scientific papers, books and proceedings of conferences and workshops, will be authored jointly to reflect where relevant contributions have been made and quoting the names of authors and the supporting institutions as well as the donor agencies if applicable.

ARTICLE 7: INTELLECTUAL PROPERTY

Intellectual property emanating from this MoU will be jointly owned by The Parties. Except where expressly stated to the contrary, this MoU does not affect the ownership of Intellectual Property Rights in products or items that existed prior to the date of the execution of this MoU. Further, the parties will not seek commercialization of any joint intellectual property without the expressed consent of the other parties. Should the need for commercialization arise, the parties shall mutually appoint an independent qualified professional to adequately protect and enforce each party's proprietary rights.

ARTICLE 8: REVIEW AND AMENDMENTS

The parties to this MoU may, by mutual written consent, add, delete, or amend any words, sentences or articles in this memorandum.

ARTICLE 9: TERMINATION

This MoU shall remain effective until 31 December 2022, with option to extend as needed, or until either party serves a written notice of six (6) months to the others expressing its intention to terminate it, in which event the Memorandum shall stand terminated at the expiry of notice.

ARTICLE 10: DISPUTE RESOLUTION

All disputes or differences arising out of, or in connection with the present memorandum, including disputes on its conclusion, binding effects, amendment and termination shall be resolved by an amicable agreement.

ARTICLE 11: NOTICES

All notices required or permitted under this Memorandum of Understanding shall be in writing and delivered by confirmed email, confirmed facsimile transmission or by certified mail, and in each instance shall be deemed given upon receipt.

Physical addresses and contact persons are as follows:

CGM:
COUNTY REPRESENTATIVES
Office of The Governor, P.O Box 384 – 60500,
Marsabit, Kenya

MI:
2200 Pennsylvania Ave. NW, 4th Floor East,
Washington, DC 20037, USA
Mr. Adedoyin Onasanya, Project Coordinator
ao@millennium-institute.org

ARTICLE 12: LEGAL STATUS

The Parties understand and agree that unless and until final agreements are approved and executed by the Parties, this Memorandum of Understanding is non-binding and shall not create nor give rise to any legal obligations between the Parties.

ARTICLE 13: EFFECTIVE DATE

This MoU shall become effective immediately upon signature by the appropriate authorized officers of each of the institutions.

Signed:

[Name and Title]
FOR: COUNTY GOVERNMENT OF MARSABIT

Dr. Hans Rudolf Herren
PRESIDENT, MILLENNIUM INSTITUTE

Annex B: Multi-Criteria Decision Analysis Matrix

County Options		Garissa	Mandera	Wajir	Isiolo	Marsabit	Lamu	Tana River	Samburu	Turkana	West Pokot
Criteria	**Weight**										
Data Availability	2.50	8	8	8	8	8	8	7	8	8	8
Institutional Quality	2.50	6	7	4	7	7	7	7	7	8	7
Agro-Product Diversity	1.50	6	5	5	6	7	8	8	6	5	7
Administration Cost	1.00	7	4	5	8	7	5	6	5	4	4
Travel Accessibility	1.00	7	4	5	7	7	6	6	5	4	5
CIDP Review Status	1.50	9	9	9	9	9	9	9	9	9	9
Scores	**10.00**	71.5	66.5	61.0	75.0	75.5	74.0	72.5	70.0	69.0	70.5

Criteria	Definition
Data Availability	How much data exists and how easily will data be accessed for the county level. More data and accessibility indicate a higher score.
Institutional Quality	Robustness pf planning capacity in either trained professionals, formal processes, and organization, indicates a greater score.
Agro-Product Diversity	More diverse environements, then the higher the score.
Administration Cost	Costs for administering the project, potentially due to limited travel ability requiring off-site workshops. Lower costs indicate a higher score.
Travel Accessibility	Logistical infrastructure enabling travel to community locales. Greater logistical options indicate an increased score.
CIDP Review Status	If the timing of the next CIDP will allow for the project to inform planning, then a higher score is indicated. This allows for the possibility to have a greater impact on policy.

Annex C: Inception & Group Model Building Workshop Report

Summary

The objectives of this workshop was to further the discussion of implementing the iSDG model in the county integrated development planning (CIDP) processes, train introductory system dynamics (SD) skills, identify data accessibility, and define the development priorities for modeling and analysis. The workshop combined the Inception and Group Model Building workshops, which had previously been designed as separate workshops, but were combined to overcome difficulties caused by Covid-19 travel restrictions. The workshop for Isiolo County took place on 29.04.2021, and the workshop for Marsabit County took place on 07.05.2021.[1] The workshops were conducted in a in person-remote hybrid, with the county teams together at the same location, while the Millennium Institute team joined remotely. Participants were drawn from the County Executive Committee, Departments of Finance and Economic Planning, and Department of Water and Sanitation, and Department of Agriculture, Livestock and Fisheries.

All objectives were completed, with slightly varying degrees of success between the two workshops: integration of the model and analysis in the county CIDP process was refined, with further discussion to proceed in the analytical phases of the project; introductory SD skills were built by modeling together in a guided workshop session; availability of data was determined by documenting for which variables data exists and how much; and a concrete model and analysis direction was agreed upon in order to frame the next phases of the project.

Workshop Sessions

- ***Project Approach***

The workshop began with introductions of participants and opening statements by the CECM's of the county, in the case of Marsabit, and the Chief Officer of Economic Planning, in the case of Isiolo. As there were participants besides the project team members who had not participated in previous meetings, the goals and objectives, project activities and timeline, as well as the roles and responsibilities of both MI and the county team was presented. This served to bring the new participants up to speed and refresh the understanding of the project by the others. The agenda item ended with a discussion in order to expand on any points of confusion or concern. During the opening statements and discussion, the close alignment of the county goals and the project goals was referenced, indicating the county sees value in adding an evidence-based model as an analytical tool to their policy making process.

- ***System Dynamics Introduction***

The SD introductory training session began with some conceptual discussion. The benefits of and differences with other modeling methodologies and SD was explained. This was followed by a discussion of the modeling methodologies used in the county planning departments processes. It was noted that, currently, in both counties there are no models used to estimate policy impact on the counties goals, which places the project at an important threshold to cooperate with the county teams in refining their analytical processes. This discussion was followed by an introduction of the modeling language of SD, and review to test that knowledge was being transferred.

After participants were comfortable with the conceptual topics, the session moved on with a guided tour of the modeling software. This was completed by all participants opening the software and following along with the action of the workshop facilitator. After participants understood the software interface and functionality, an example population model was built and simulated together. This process enabled the MI team to connect the conceptual learnings on variable types, causality, and the underlying mathematics with the model built together. At the conclusion of the modeling, a discussion of

[1] Although it occurred outside the reporting period, the Marsabit County workshop is being reported now because it was originally scheduled for 27.04.2021, and then postponed.

participants observations took place. Participants indicated that the abstract variable and causal concepts had become tangible and the potential of applying the model in their processes was clearer.

- ***County CIDP Presentation***

The county teams presented their county integrated development planning process and current priorities. This concise information supplemented the literature review completed by the MI team on the previous county planning documents. The presentation was followed by a discussion of how the development topics included in the presentation could be prioritized to direct the modeling and analysis. This presentation served an important purpose to allow the county teams to share the development priorities of greatest concern as well as inform how the project can integrate the tool into existing processes.

- ***County Model Use Case***

Detailed explanation of the iSDG model and its use case was presented. This began by building off of the previous meetings and the county presentation by agreeing to set the overarching model scope to focus on a Human Development Centered Approach. That is, it was agreed that the sectors which impact the components of the Human Development Index should be represented in the model and analysis, pending data availability. This orientation would enable the model and analysis to address the development priorities of greatest concern. Following setting the model frame, the scenario analysis methodology was discussed with concrete examples from past applications. Due to the shared governance system and planning requirements implemented by the Federal Government of Kenya, it was possible to come to the same conclusion for each county.

- ***Development Priorities***

This session focused on documenting specific concepts and variables that the county teams consider as development issues of high priority, to use as inputs for preparing the model Terms of Reference (ToR). In the case of the Isiolo County, the participants used county planning and strategy reference documents to brainstorm specific concepts and variables of priority. Leading questions were asked of the participants, and ideas by the participants were then expanded on or reformulated in a participatory session. Agreed upon items were then documented. In the case of the Marsabit county team, the CIDP presentation had explicitly detailed their development priorities. These items were discussed in more detail, and agreement was achieved on the items that would serve as the inputs into the model ToR.

- ***Data Requirements***

This session focused on data accessibility. The accessibility of historical data will determine to what extent priorities will be able to be integrated into the county model. The county teams were split into small groups and completed worksheets on historical data for economic sectors, historical data for social sectors, and historical or future data for national or international investment into the county.

In the case of Isiolo, the worksheets were completed successfully, and a great deal of information was provided on data availability. While in the Marsabit workshop, data accessibility was completed to a degree, but gaps existed in the worksheets. However, due to standardization of data collection by the Kenya National Bureau of Statistics at the county level, it is possible that data accessibility is similar across counties.

- ***Model Interface***

This session served to introduce, at a procedural level, the benefits and uses of the model interface. The presentation of the model interface was followed with short discussion. The applied training on the interface will take place in the next workshops that focus on model application.

Annex D: Analysis of Workshop Participants Feedback

Of the 14 participants who attended the workshops, 8 have completed the questionnaire (57%). The feedback is grouped into four main categories: questions on the project approach, questions on the SD training, questions on the model use case, and questions on the workshop facilitation. The questionnaire consisted of closed-ended questions using a Likert scale and optional, open-ended questions to provide additional details at the respondents discretion.

The first group of questions on the project approach summarized participants' perceived understanding of the goal, activities, and outcomes of the project. According to the responses in *Figure 1*, all of the respondents agree or strongly agree the goal and activities of the project are clear. Additionally, we can understand that 100% of respondents agree or strongly agree that the project will contribute to the current county integrated development planning work. Significantly, 100% of respondents indicate that they agree or strongly agree that the priorities of the county teams are integrated into the project goals and activities. Regarding the definition of roles and deliverables or outcomes of the project, two respondents (14%) indicate that they neither agree nor disagree that the definitions are clear to them. This indicates that in future meetings and workshops, it is important to revisit and clarify these items.

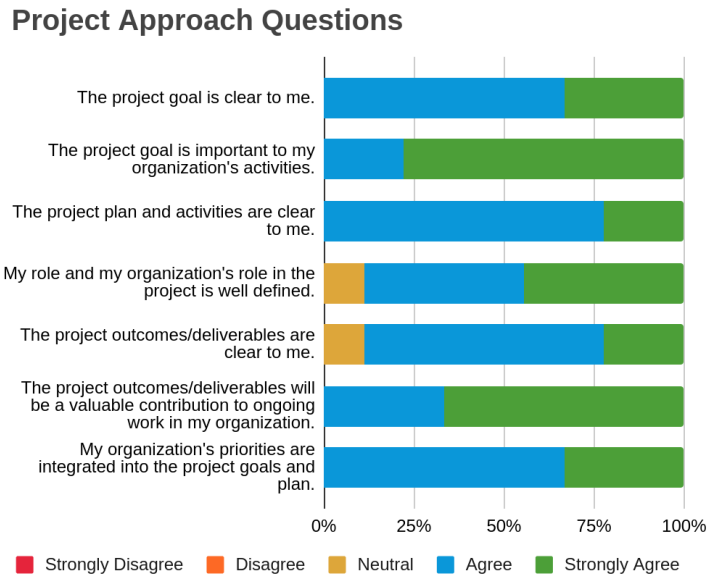


Figure 1: Project Approach Responses

Regarding the system dynamics (SD) training session, 100% of respondents agree or strongly agree that the benefits of the SD methodology are clear to them, while 85% of respondents agree or strongly agree that the method is well suited to policy analysis in their planning process (*Figure 2*). The remaining 15% expressed neither agreement or disagreement. The practical application of the model for analytical purposes is still explained at a conceptual level thus far, and we expect that once the applied business-as-usual and policy scenario workshops are run with the county teams, then clarity will be brought to how the method can fit into the county's policy development processes.

Additionally, 100% of respondents agree or strongly agree that the modeling skills were taught effectively, while 85% agree or strongly agree they are comfortable with the SD language. One respondent remarked, "The practical aspect of system dynamics training was so interesting." These responses indicate a strong foundation was created for building SD skills, and these concepts will become more concrete with additional training to be provided in future sessions.

Figure 3 shows responses of participants on the use case of the model. The responses indicate that 85% of the participants have a clear understanding of the model's purpose as well as the need it will satisfy in their planning organization. At such an early stage of the project, it is fortuitous that a large percent of respondents grasp these fundamental ideas prior to applied modeling work. However, only

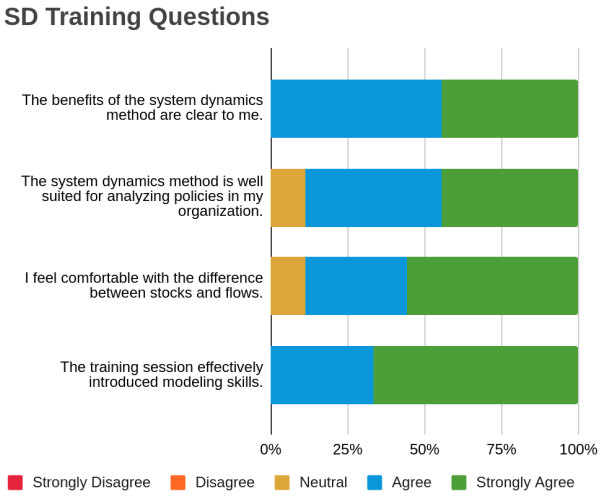


Figure 2: SD Training Responses

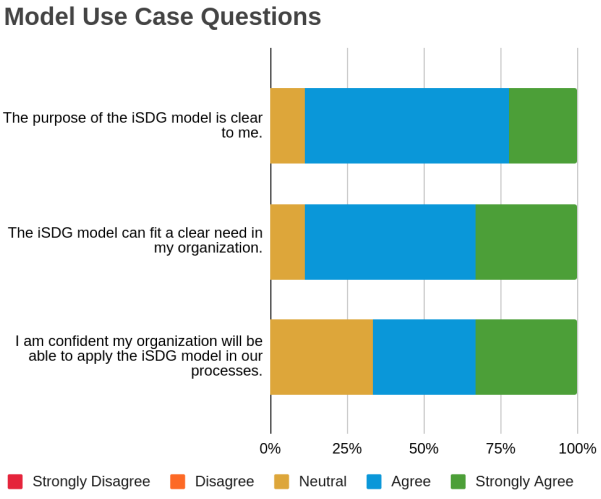


Figure 3: Model Use Case Responses

66% of respondents are confident their organization will be able to apply the tool in practice. In future workshops, the focus will be explicitly on model application and on-the-job style training. Following this training, It is probable that agreement with these statements will increase as the county team modelling and analysis capacity builds.

The final section of the questionnaire gauged the participants attitudes toward the facilitators methods, difficulties encountered, and overall success. All participants indicated they agreed or strongly agreed that the workshop was successful based on the intended objectives (*Figure 4*). Additionally, all respondents agreed that the workshop was effectively facilitated, the facilitator was respectful, and the communication was on-task. Specific to this topic, a respondent explained the workshop had "good facilitation of the process with rooms for questions, answers and practice."

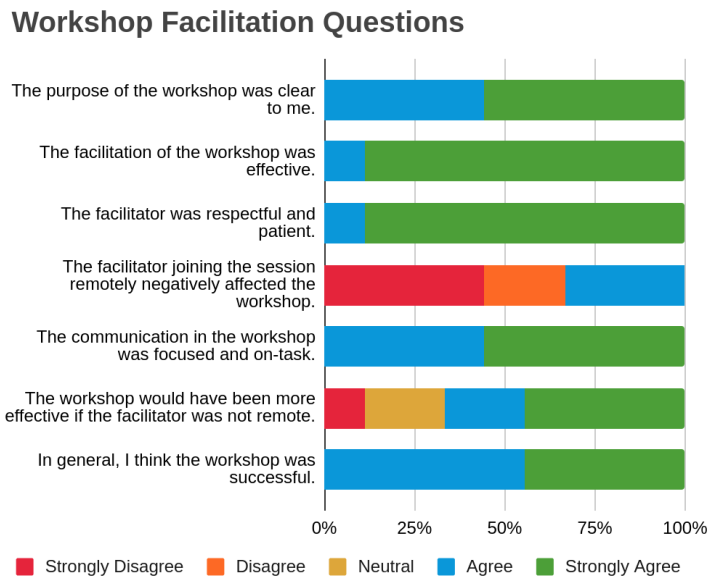
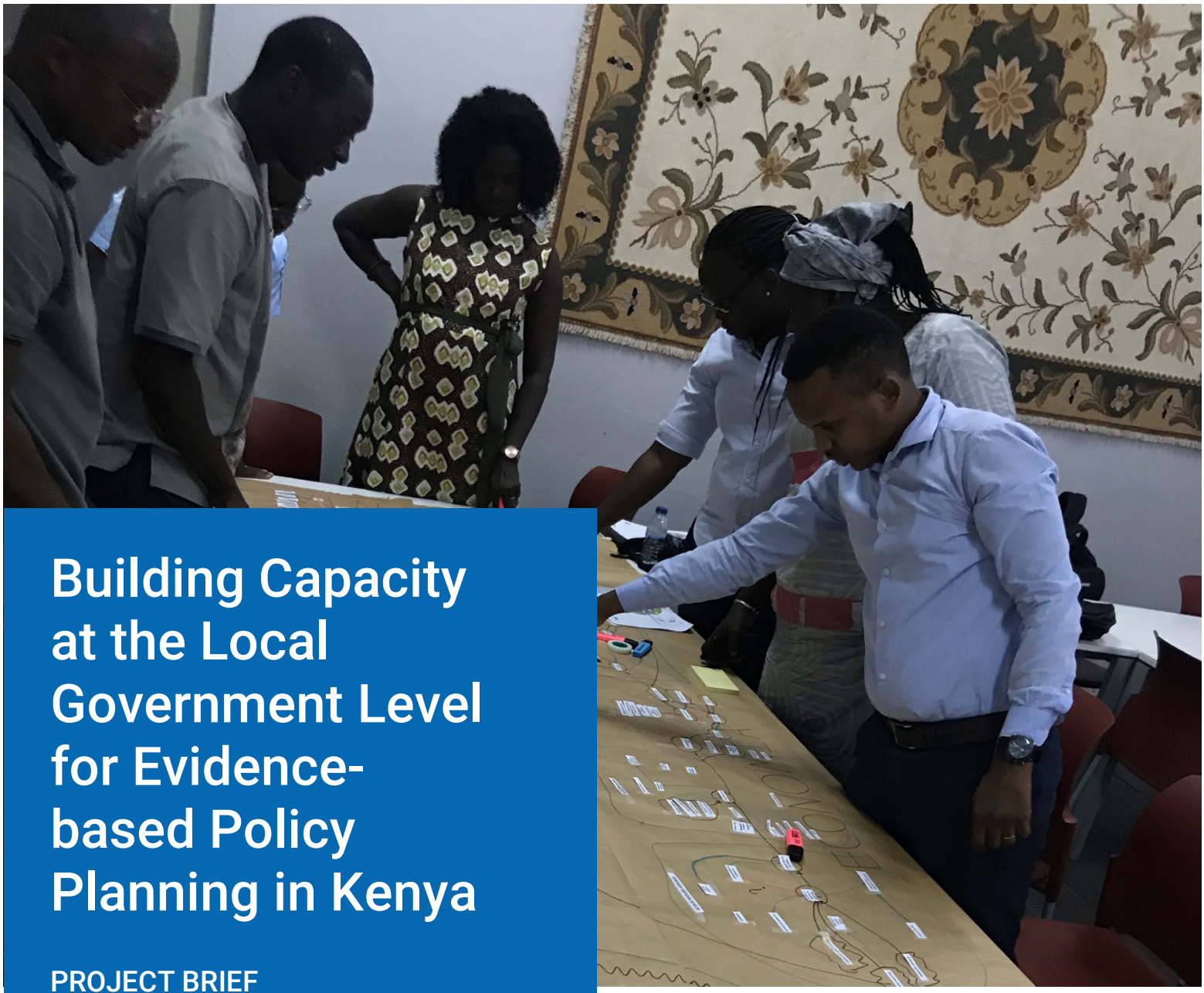


Figure 4: Workshop Facilitation Responses

A key take away from the responses is that the participants had mixed views regarding the impact of the remote facilitation on the workshop. 33 percent of the participants stated they agreed that the workshop was negatively impacted by the facilitator joining remotely, with 66% disagreeing or strongly

disagreeing. However, 66% of respondents agreed or strongly agreed that the workshop would have been more effective if it were not held remotely. These responses indicate that some participants view remote workshops more negatively than others. Despite this, the vast majority of participants agree that running the workshops in person will increase its effectiveness. It will be worthwhile to continue data collection on this topic to determine the overall impact remote work has on the project implementation.



Building Capacity at the Local Government Level for Evidence-based Policy Planning in Kenya

PROJECT BRIEF

November 2020 – December 2021

For more information:
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PROJECT SUMMARY

The EPP project aims to strengthen the capacity of Frontier Counties to conduct evidence-based development policy planning to achieve sustainable development.

The project is implemented by the Millennium Institute in partnership with the Government of Kenya and the Frontier Counties Development Council, and with funding support from the Swiss Agency for Development and Cooperation and the German Federal Ministry of Economic Cooperation and Development.

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Context

Successful implementation of the Sustainable Development Goals (SDGs) and the Africa Agenda 2063 require adaptation to national circumstances through localization of goals and targets, prioritization, and sequencing of policies and investments aimed at achieving the goals.[1] Global and national targets and indicators cannot simply be transferred from the national to the subnational level.[2]

As the governance body closest to citizens, local governments are well-positioned to translate the ambition of the SDGs and Agenda 2063 to the realities on the ground. In Kenya, whose devolved system of government gives counties autonomy in setting their development agenda, this governance structure offers opportunities to implement innovations in localizing the SDGs by answering questions such as which goals to prioritize, which metrics and indicators best capture local contexts, and where and how to allocate limited financial resources to achieve the maximum development impact.

Objective

The overall project objective is to facilitate institutionalization of evidence-based planning of policies and strategies to achieve sustainable development in Frontier Counties in Kenya.

Approach

The project will pilot a methodology based on systems thinking principles for the localization of the SDGs and alignment with the County Integrated Development Plans (CIDP). The project will engage county and national planning institutions to identify coherent sets of objectives and policies designed to achieve selected SDGs.

Outcomes

The project will facilitate the following outcomes:

- Improved capacity to conduct integrated policy assessments and monitor policy implementation.
- Strengthened policies to catalyse attainment of SDG targets in key sectors.
- Multi-stakeholder participation in setting county development agendas and strategies.
- Improved coherence between CIDPs, sectoral plans, and annual development plans.
- Improved efficiency and effectiveness of budget allocations.
- Deliver concrete policy advice on key SDGs.

Key Activities

The project will adopt a collaborative process to implement the following key activities:

- Articulate policy challenges, hypotheses, and desired policy outcomes.
- Build policy simulation models focused on agriculture, livestock, fishery, and forestry sectors that are central to poverty reduction and attainment of the majority of the SDGs in rural communities.
- Develop capacity to question different policy trajectories and negotiate decisions through effective prioritization and testing processes; and explore multiple alternate policy solutions to find the best decisions.
- Develop knowledge products to support policy makers and development partners for the design of effective transformative county development policies.

Millennium Institute

The Millennium Institute is an NGO in Special Consultative Status with the Economic and Social Council of the United Nations. The projects of the Millennium Institute aim to build national analytical capacities to support effective, integrated development planning to advance the UN Sustainable Development Goals. Since its founding in 1983, the Millennium Institute has worked with more than 40 countries to improve the methods which governments and other stakeholders use in development planning.

[1] National and Sub-national Governments on the way towards the Localization of the SDGs. http://www.uclg-decentralisation.org/es/node/1390

[2] Reddy, P. (2016). "Localising the sustainable development goals (SDGs): The role of Local Government in context." African Journal of Public Affairs, (9)2, pp. 1-15.