



Climate & Development  
Knowledge Network

## **Kenya**

# **Action Plan for the Implementation of the National Climate Change Response Strategy**

## **Draft Terms of Reference**

### **Subcomponent 9: Coordination**

**March 2011**

# 1 Background

The Government of Kenya with support from the Common Market for Eastern and Southern Africa (COMESA), Climate and Development Knowledge Network (CDKN), the UK Department for International Development (DFID), the French Development Agency (AFD) and other development partners is desirous of putting in place mechanisms to enhance the implementation of the NCCRS.

In this regard, GoK intends to develop a comprehensive Climate Change Action Plan.

The Action Plan has eight subcomponents which are not only distinct but are also closely linked and interrelated. The subcomponents are described by the GoK as follows:

- **Subcomponent 1: Long-term National Low Carbon Development Pathway.** This is designed to facilitate reflection and/or mainstreaming of climate change aspects in the country's Vision 2030 and its Medium Term Plans (MTP). It also seeks to identify key elements of the country's low-carbon and climate resilient growth.
- **Subcomponent 2: Enabling Policy and Regulatory Framework.** This aims to review international, regional and national policy and legislative instruments relating to climate change with a view of developing a policy and /or legislative framework that promotes coherence, coordination and cooperative governance of climate change issues at the national and county levels.
- **Subcomponent 3: National Adaptation Plan.** Recognizing that adaptation is a priority, this sub-component aims to identify priority immediate, medium and long-term adaptation actions in order to develop a National Adaptation Plan.
- **Subcomponent 4: Nationally Appropriate Mitigations Actions (NAMAs).** On the understanding that NAMAs are to be undertaken in the context of sustainable development, this sub-component is designed to identify and prioritize NAMAs that need to be internationally supported and enabled through technology development and transfer, financing and capacity building. In addition, the protection of forests is essential for reducing emissions from deforestation, this sub component will also address reduced emissions from deforestation and forest degradation – plus (REDD+) readiness activities as well as opportunities presented by compliance and voluntary markets.
- **Subcomponent 5: Research and Development and Technology Transfer.** It is widely recognized that technology development and transfer is essential to support adaptation and mitigation efforts. This subcomponent focuses on facilitating technology needs assessment with a view of developing a National Technology Plan that incorporates setting-up of technology innovation centres.
- **Subcomponent 6: National Performance and Benefit Measurement.** The target is to develop national climate change monitoring, reporting and verification guidelines and performance indicators.
- **Subcomponent 7: Knowledge Management and Capacity Development.** Information on climate is critical in informing the design of appropriate adaptation and mitigation actions, support planning and choice of strategies including assessment of risk and early warning systems. Capacity development of institutions involved in the planning and management of responses in vulnerable sectors is one of the most pressing climate change need in the country. This subcomponent will address issues relating to institutional and technical capacity strengths and needs of the various actors ranging from government, private sector, civil society and communities. It also encompasses education, training, public awareness and networking.
- **Subcomponent 8: Finance.** This subcomponent aims to position the country to access finances from the various sources by developing an innovative financial mechanism that includes a climate fund, investment strategy/framework and carbon trading platform. Also, identify tools and incentives that would enhance private sector investments in opportunities associated with climate change.

The GoK proposes that each of these subcomponents will be undertaken as separate consultancies within the broad framework of developing a Coherent Comprehensive National

Climate Change Action Plan **coordinated by the Ministry of Environment and Mineral Resources working in collaboration with the relevant line ministries.** In this regard, the Ministry of Environment and Mineral Resources which is mandated to coordinate overall climate change issues will be the lead agency supported by an Inter-ministerial Task Force comprising of Office of the Prime Minister, Ministry of Finance, Ministry of National Planning and Vision 2030, Ministry of Northern Kenya and ASALs, Ministry of Agriculture and Vision 2030 Delivery Secretariat.

The procurement process will be managed by the Climate & Development Knowledge Network (CDKN).

## 2 Objectives

In preparing the draft Terms of Reference for procurement, CDKN, in discussion with COMESA, DFID and AFD, has proposed an additional Coordination subcomponent.

Although this is subject to further discussion with the GoK, CDKN has chosen to seek Expressions of Interest for this subcomponent at the same time as the other 8 subcomponents.

Although MEMR will coordinate the Action Plan and there are clear governance arrangements through the Inter-Ministerial Task Force and other working groups as described above and elsewhere in the Prospectus, the day-to-day programme management, integration and coordination of the 8 subcomponents is in itself a significant task.

Draft objectives for this Coordination subcomponent are subject to change, but are likely to include:

- a. To provide the “glue” that holds the Action Plan subcomponents together and ensures that progress and delivery reflects and addresses the expectations of the GoK as far as possible. To ensure that GoK’s desired outcomes of this ambitious Action Plan as a whole are realised as far as possible and that, if external or unforeseen factors constrain this, GoK are fully on board.
- b. To function as a Programme Management Office to oversee and coordinate all 8 subcomponents of the Action Plan over the anticipated lifetime of the programme. To ensure subcomponents keep on track, identify and manage dependencies and sequencing, maximise shared learning and working between subcomponents, to act as a central point to escalate and refer issues onwards to GoK.
- c. To support, and build strong and productive relationships with the Government of Kenya’s coordination team. To be fully integrated with the coordination team at MEMR and OPM, including the forthcoming appointment of new Directors for climate change in both departments.
- d. To develop and operate clear reporting lines into MEMR and other governance groups for progress reporting and decision-making.
- e. To act as a central point for coordinating relationships and communications with CDKN and other donor programmes.

## 3 Approach

CDKN is inviting Expressions of Interest to deliver these objectives and, at this stage, is open-minded about exactly how organisations and/or individuals might align themselves to deliver this proposed component in the most effective way.

Some considerations include:

- Kenyan nationals may have a particular key role to play in this coordination, as they will be closest to ways of working and the best way of coordinating activity in-country.
- There are several ways of structuring this coordinating role; for example either through a traditional PMO approach, or through embedding secondments into MEMR or other institutions to support the coordination already there.
- CDKN often identifies and contracts so-called “Country Engagement Leaders” who are typically in-country nationals with the right mix of convening power, political engagement, expertise and project management experience to make things happen. It might be that this Coordination subcomponent is effectively an enhanced Country Engagement Leader type approach.
- It will be important for this subcomponent to consider and address coordination from both a systems / process perspective and a people / relationships / communication perspective.
- It will be important for this subcomponent to be nimble, agile and flexible – adding value in the coordination effort, not another level of bureaucracy.

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