

COUNTRY STRATEGIC PLAN REVISION

REVISION

Kenya Country Strategic Plan, Revision 5

Gender and age marker code: 3

	Current	Change	Revised
Duration	01 July 2018 – 30 June 2023	No change	01 July 2018 – 30 June 2023
Beneficiaries	3,224,000	68,000	3,292,000
Total cost (USD)	1 093 320 922	1 041 395	1 094 362 317
Transfer	890 080 336	1 000 000	891 080 336
Implementation	83 882 145	45 000	83 927 145
Direct Support Costs	52 870 794	0	52 870 794
Sub-total	1 026 833 275	1 045 000	1 027 878 275
Indirect Support Costs	66 487 647	- 3 605	66 484 041

1. RATIONALE

1. The United Nations Secretary General in 2017 set ambitious targets to reform the UN System. The Business Innovations Group (BIG) is one of the six workstreams under UN-Reforms tasked with delivering and building on the proposals envisioned to maximize programmatic gains through efficient and high quality Common Back Office (CBO) operations. The CBO is a framework that encourages UN entities to consolidate business operations for greater efficiencies and effectiveness.
2. Kenya has been identified as one of the first countries for the first phase of the CBO rollout. Considering Kenya has strong supply chain infrastructure and capabilities, WFP is working with its humanitarian and development partners to identify opportunities to consolidate logistics and supply chain services to bring efficiency gains to the different organizations.
3. Following the corporate decision memorandum on the governance structure for the management of non-donor grants for the provision of on-demand services, issued in December 2019, the supply chain service provision activities must be budgeted for as stand-alone on-demand service provision activity under the SDG target 17.16 Enhance Global Partnerships.
4. With over 60 UN agencies present in Kenya, multiple international and local NGOs, WFP can offer a range of services from its large diverse network in place in the region and leverage its supply chain expertise. Partners will be able to take advantage of having WFP's preferential shipping and transport rates, warehouse capacity in Mombasa and Nairobi, supply chain and market assessment knowledge with presence in 11 locations in the country to streamline their operations and enhance cost efficiency.
5. WFP will maintain a high level of service, competitive prices, with the Key Performance Indicators (KPIs), documenting efficiency gains and provide a robust customer service.
6. WFP is currently augmenting the supply chain service provision to other humanitarian actors in response to the increasing needs related to locust interventions and Coronavirus Disease (COVID-19) pandemic in Kenya and in the region. WFP has supported Food and

Agriculture Organization (FAO) with transport services in their desert locust control programme in the Eastern African region. WFP has signed a Service Level Agreement (SLA) with FAO for provision of supply chain services. In addition, WFP has supported UNOPS and other partners in their distribution of the COVID-19 items in Eastern and Southern African countries.

7. The first objective of this Budget Revision is to create a new activity (9) under Strategic Outcome 4 within the Country Strategic Plan (CSP) to cater for all WFP supply chain service provision activities. The estimated value of service delivery under the new activity is USD 1 million.
8. The second objective is to adjust the number of crop insurance beneficiaries to reflect the total beneficiaries planned for in 2021-2022, with no implication on the budget.
9. This budget revision will be effective from 01 April 2021 until the end of the CSP, 30 June 2023.

2. CHANGES

Strategic orientation

10. There is no change in the strategic orientation of this budget revision.

Strategic outcomes

11. This budget revision will add an On-Demand Service Provision activity to strategic outcome 4 of Kenya CSP.

New Activity 9: Provide Supply Chain Services for Kenyan Government and partners.

New Output: Users of government and partners assistance programmes (Tier 3) benefit from effective and efficient supply chains services.

Transfers

12. The modality to be used in the new activity is Service Delivery.

Monitoring and Evaluation

13. Monitoring guidelines are being adapted for the COVID-19 context through the expansion of remote monitoring. The in-house call center has been decentralized to all field offices to increase coverage, ensuring all activities in all geographical areas are monitored accordingly. Market monitoring in informal urban settlements has commenced along with support to county governments in setting up situation rooms to monitor the food security situation. The appropriate supply chain indicators will be included based on the Corporate Results Framework (CRF).

Risk Management

14. WFP Kenya has continuously assessed its control environment, identified risks, and designed mitigation actions to minimize any risk exposures. The 2021 risk register has been updated with all relevant information from different units including supply chain and the activities covered within the new activity .

Beneficiary analysis

15. Under Strategic Outcome 2, Activity 3: “Create assets and transfer knowledge, skills and climate risk management tools to food-insecure households”. There is an increase in the crop insurance beneficiaries in 2021-2022 to account for the total household members reached by adding the multiplier (household size) as opposed to the number of participants captured in the needs-based plan. This will not impact on the budget allocated for the activity.

TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME & ACTIVITY

Strategic Outcome	Activity	Period	Women	Men	Girls	Boys	Total
			(18+ years)	(18+ years)	(0-18 years)	(0-18 years)	
1	Refugees	Current	89,250	82,875	123,250	129,625	425,000
		Increase/decrease	0	0	0	0	0
		Revised	89,250	82,875	123,250	129,625	425,000
	Relief and Nutrition	Current	577,400	315,000	870,560	607,040	2,370,000
		Increase/decrease	0	0	0	0	0
		Revised	577,400	315,000	870,560	607,040	2,370,000
2	Resilience & Livelihoods	Current	73,724	36,686	158,709	159,881	429,000
		Increase/decrease	11,686	5,815	25,157	25,342	68,000
		Revised	85,410	42,501	183,866	185,223	497,000
TOTAL <i>(without overlap)</i>		Current	740,374	434,561	1,152,519	896,546	3,224,000
		Increase/decrease	11,686	5,815	25,157	25,342	68,000
		Revised	752,060	440,376	1,177,676	921,888	3,292,000

3. COST BREAKDOWN

16. The overall cost of the CSP has increased from USD 1,093,320,922 to USD1,094,362,317.

17. Under Strategic Outcome 4, the transfer costs have increased by USD 1 million, which is the projected cost of service delivery for the remaining duration of the CSP. The implementation costs are budgeted for USD 45,000 to cater for the Management Cost Recovery (MCR) fee established by Supply Chain Team in Headquarters at 4.5% of the supply chain services budgeted for

	Strategic Result 1 / SDG Target 2.1	Strategic Result 4 / SDG Target 2.4	Strategic Result 5 / SDG Target 17.9	Strategic Result 8 / SDG Target 17.16	TOTAL
Strategic outcome	01	02	03	04	
Focus Area	Crisis Response	Resilience Building	Root Causes	Crisis Response	
Transfer	0	0	0	1 000 000	1 000 000
Implementation	0	0	0	45 000	45 000
Direct support costs					0
Subtotal					1 045 000
Indirect support costs					- 3 605
TOTAL					1 041 395

OVERALL CSP COST BREAKDOWN, FOLLOWING THE REVISION (USD)					
	Strategic Result 1 / SDG Target 2.1	Strategic Result 4 / SDG Target 2.4	Strategic Result 5 / SDG Target 17.9	Strategic Result 8 / SDG Target 17.16	TOTAL
Strategic outcome	01	02	03	04	
Focus Area	Crisis Response	Resilience Building	Root Causes	Crisis Response	
Transfer	583 068 389	259 182 879	20 421 794	28 407 273	891 080 336
Implementation	42 956 914	34 274 696	6 116 116	579 420	83 927 145
Direct support costs	33 922 708	15 917 361	1 445 963	1 584 762	52 870 794
Subtotal	659 948 010	309 374 936	27 983 873	30 571 456	1 027 878 275
Indirect support costs	42 896 621	20 109 371	1 818 952	1 659 098	66 484 041
TOTAL	702 844 631	329 484 307	29 802 825	32 230 554	1 094 362 317