

## **Grant Support - Call for Proposals: Cities and Migration.**

Enhancing connectivity and networking along the Turkana West corridor for sustainable local economic development with increased entrepreneurship and job creation for refugees and host communities in the Kakuma-Kalobeyei cluster.

### **The Cities Alliance**

The mission of the Cities Alliance is to improve the lives of urban populations by delivering integrated, citywide and innovative solutions to urban poverty in cities where it matters the most. Cities Alliance's vision is to provide technical support and grants to local and national actors to deliver policies and programmes that directly address urban poverty and gender inequality in cities. Cities Alliance is an agent for urban change with a clear focus on secondary cities, which are increasingly instrumental to economic and social progress in rapidly urbanizing economies.

Cities Alliance is the global partnership supporting cities to deliver sustainable development. For nearly 20 years, the Secretariat has convened partners from civil society, local and national authorities, and development actors with an urban focus to combine complementary strengths and expertise. With its programmatic approach and diverse membership, Cities Alliance has the capacity to coordinate the efforts and core competencies among partners to leverage this collective expertise to advance urban thinking and solutions.

### **Background**

The Cities Alliance initiated a Joint Work Programme (JWP) on Cities and Migration as part of its 2018–21 Strategic Plan, supported by the Global Programme of Migration and Development (GPMD) of the Swiss Development Cooperation (SDC).

Over the past decade, migration has become one of the most contentious, poorly understood and political issues. The objective of the Cities and Migration Joint Work Programme is to enable partner cities, local governments, private sector, host communities and migrants to manage challenges and leverage opportunities arising from migration to cities for sustainable and inclusive development. Cities Alliance will pursue four interrelated outcomes, which all contribute directly to the 2030 Agenda, the New Urban Agenda, and the Global Compact on Migration:

1. Local authorities are enabled to facilitate orderly, safe, regular and responsible migration through improved local migration governance that builds on inclusion and social cohesion.
2. Local authorities and key support partners are strengthened in their capacities and mandate to receive, manage, and integrate labour migrants.
3. Local authorities and key support partners are strengthened in their capacities and mandate to receive, manage, and integrate involuntary migrants displaced by conflict or environmental shocks.
4. Cities Alliance members and partners play an active and visible role in advocacy and global cooperation for safe, orderly and regular migration to cities.

Migration to cities is complex and spans various disciplines, sectors, and geographic spaces. Cities Alliance will build new partnerships and dialogues across urban migration stakeholders at the local, national, regional and global levels. At its core, the JWP seeks to advance global thinking on the role

and potential of cities in managing and seizing the opportunities and contributions arising from migration to and from secondary cities.

Migration is a highly engendered process. The Joint Work Programme will look at gendered differences of urban migration patterns and characteristics such as age, destinations, length and reason, living conditions, wages, working conditions, security, safety, and amount and transfer channels for remittances. It will observe gender dynamics in migrant households, how financial and social decisions regarding remittances are made, and how the socio-cultural and intergenerational transition is affected. The aim is to identify urban migration vulnerabilities differently attributed to women and men, girls and boys, and how urban migration practice and policy can be oriented towards greater gender equality and empowerment of women.

Relevant approaches will be mainstreamed across Cities Alliance Country Programmes and key lessons from the field will be absorbed, analyzed and disseminated to bring approaches to scale and to inform global policy debates.

### **Kenya: Kakuma–Kalobeyei Cluster**

“Refugees are an opportunity for Turkana” is a statement one hears frequently in this Kenyan county. The Kakuma-Kalobeyei Cluster has an estimated population of 46,000 residents and 187,000 refugees. The governor of Turkana County already capitalized on the large number of residents to request city status for Kakuma-Kalobeyei which provides for increased fiscal transfers and greater mandate for the local authorities. The urban population growth, combined with the support of aid and development programmes, have brought economic opportunities to the region. Turkana now has 2,500 businesses and its local market is valued at least at USD 56 million per year. Without the refugees, such a local economy would be unthinkable for this semi-arid to arid pastoral county.

The opportunities that refugees represent for the local economy of Kakuma-Kalobeyei are, however, vulnerable. The current economic status is highly dependent on international aid efforts.<sup>1</sup> Additional local economic development efforts are needed to seize the opportunities provided by this refugee-based economy to build a sustainable local economy that can continue to flourish when aid efforts gradually decrease, and when refugees return to their home countries.

The Cities Alliance proposes to strengthen a sustainable local economy by introducing a Systems of Secondary Cities approach which will leverage the current opportunities presented by the refugee population, their skills and networks, relationships with the host communities, and the political will of the local authorities.

### **Background**

Kakuma is a town in northwestern Turkana County, Kenya. The projected population of Kakuma town is currently 46,000. It is the site of a UNHCR-managed refugee camp established in 1992 and located on the outskirts of Kakuma town. With an influx of new arrivals in 2014, Kakuma camp surpassed its capacity by over 58,000 individuals, leading to congestion. Following negotiations between UNHCR, the national government, the county government of Turkana, and the host community, land for a new settlement was identified in Kalobeyei, 20 km from Kakuma town. At the end of November 2018,

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<sup>1</sup> Lokichogio, a neighboring town in Turkana, hosted a large number of aid agencies in the 1990s. The town grew substantially due to the aid activities, but economic activities declined dramatically when the refugee camps opened in Kakuma and all of the aid agencies relocated.

Kakuma camp and Kalobeyei Integrated Settlement had a population of 186,692 registered refugees and asylum-seekers.

The Turkana refugee camp is one of the largest in Africa. Many recent arrivals, especially in the new settlement areas of Kalobeyei, are still living in tent housing. Housing in the older camp communities is more permanent, constructed of timber, mudbrick, block and with mainly corrugated iron roofs. Water supply, sanitation, and waste management are poor. Ongoing tensions between the refugees and the local community has occasionally resulted in conflict, partly because host communities perceive that refugees have often enjoyed better access to services. Compared to the rural population, the Kakuma camp does have better health facilities and a higher percentage of children in full-time education, as well as better access to basic and financial services. The camp is an important part of the regional economy and a part of livelihood options available in the region. A recent report estimated the Kakuma camp economy at USD 56 million (IFC, 2018)<sup>2</sup>.

#### Map: Kakuma-Kalobeyei Cluster



: Kalobeyei and Kakuma Settlement Locations  
Data source: UN Habitat 2017

Despite the challenging situation in the region for host, refugee and rural-urban migrants, there are significant signs of resilience within these communities. Vibrant small market and enterprise activities mark the area with an extensive coverage of mobile phones. However, most enterprises and initiatives have developed and operate independently of each other. Transaction costs are high, and profit margins low. There are few attempts to collaborate between competitors to share knowledge, build networks, or leverage resources to reduce business transaction costs and create scale to enable micro enterprises to access new markets for local products and services. There are opportunities to boost employment and investment in Kakuma and the region, but fresh and innovative approaches are needed to realize these goals.

#### Fostering Connectivity and Networks Constraining Local Economic Development

Migrants and refugees can have a significant impact on the economic activities of host communities. Extensive efforts have been made in Kakuma and the Turkana region to support the development and

<sup>2</sup> IFC. (2018). "Kakuma as a Marketplace." Retrieved from Washington: [https://www.ifc.org/wps/wcm/connect/8fb8fab4-af24-4b09-bdff-2109d2c45974/20180427\\_Kakuma-as-a-Marketplace\\_v1.pdf?MOD=AJPERES](https://www.ifc.org/wps/wcm/connect/8fb8fab4-af24-4b09-bdff-2109d2c45974/20180427_Kakuma-as-a-Marketplace_v1.pdf?MOD=AJPERES)

diversification of the region's economy. Many of these efforts have focused on building infrastructure and supporting the development of microenterprises.

One of the key problems for the development of Kakuma and the Turkana region is the low level of connectivity and networking within the region's system of towns and cities. Connectivity is crucial to the development of secondary cities and regional towns to improve access to services, markets, trade, information and knowledge development (Roberts, 2019)<sup>3</sup>. Improved connectivity, however, is not just concerned with improvement to roads, electricity and urban services. Equally as important is the expansion of business, education, trade, political and information networks that support local economic development, employment growth, and investment.

The development of the Lamu Port-Southern Sudan-Ethiopia Transport (LAPSSET) is a flagship project under Kenya's Vision 2030. The aim is to create connectivity between the East African countries of Kenya, Ethiopia and South Sudan. Enhancing connectivity within the system of towns and cities in the corridor and the Turkana region will require a concerted effort by government, business, international, development agencies, NGOs and local communities to develop new and improved hard and soft infrastructure to support the development of the region's economy and create jobs. The development of the corridor calls for significant investment, not only in hard infrastructure such as roads, electricity and telecommunications, but also in soft infrastructure to improve connectivity and networks with regions and cities in adjacent countries, from which many refugees have come. Part of the improvements to the development of soft infrastructure will involve enhanced connectivity to the diaspora and communities of interest which could play a significant role in filling the gap in social and fiscal capital needs to boost investment in enterprises and new job creation.

### **Objectives and Deliverables**

The overall objective of this Call for Proposals is enhancing connectivity and networking along the Turkana West corridor for sustainable local economic development, with increased entrepreneurship and job creation for refugees, host communities, and rural-urban migrants in the Kakuma-Kalobeyei cluster.

The specific objectives and deliverables of the project are to:

- I. Enhance connectivity and networking between governments, institutions, businesses and communities of interest and practice within the system of cities and towns in Turkana West to foster trade, investment, knowledge and information exchange, innovation and collaborative governance.
  - a) Organization of three Corridor Development Forums in Turkana West involving government, businesses, international agencies, NGOs, community representatives and stakeholders with interest in the long-term development of the corridor. Two representatives should be invited from Juba, South Sudan, representing the private and public sector.

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<sup>3</sup> Roberts, B. H. (2019). *Connecting Systems of Secondary Cities*. Retrieved from Brussels: <https://www.citiesalliance.org/newsroom/news/cities-alliance-news/introducing-connecting-systems-secondary-cities>

- b) Establishment of two self-organised and funded communities with members from the corridor. At least three meetings should be supported.
- II. Develop mechanisms to support the development of an enterprise hub and catalyst for economic activities to facilitate the connection of the Kakuma-Kalobeyi cluster into the economic development corridor of Turkana West.
- (a) Design a site plan for a compact Economic Enterprise Zone that will be the catalyst for a primary logistics and business hub connecting the Kakuma-Kalobeyi cluster to the corridor.
  - (b) Identify development projects that will provide a critical element of infrastructure/business investment acting as part of the Economic Enterprise Zone connecting the future Kakuma-Kalobeyi city to the region and wider regional economy.
- III. Develop hard and soft infrastructure to support the development of networks which support communities of interest and practice within the Kakuma-Kalobeyi cluster and peri-urban areas to strengthen the enabling environment to encourage investment, employment and a greater diversification of local economic development activities.
- (a) Establish at least three local industry associations, communities of interest or practice in the Kakuma-Kalobeyi cluster. These might include ITC, energy, education, health, design, food and/or construction. These multi-stakeholder forums will support social cohesion by integrating forced and voluntary migrants and their host community into decision-making processes. The proposal needs to elaborate how the project organizes multi-stakeholder forums that include representative of the local authorities, private sector, and civil society organizations.<sup>4</sup>
  - (b) Identify and develop two investment projects to support the development of facilities for common user infrastructure, trade, marketing, services, education and learning.
  - (c) Establish two diaspora networks supporting improved access to finance, knowledge and markets for locally produced products and services.
- IV. Develop capacities at the local level to integrate migration into city development approaches.
- (a) Capacity-building activities for city stakeholders: The aim is that local authorities in partner cities demonstrate increased capacities, level of knowledge, partnerships and access to evidence-based approaches on local migration governance. The proposal needs to outline the learning needs of relevant city stakeholders and propose adequate learning approaches.
  - (b) Awareness-raising campaign on global migration dialogues: The aim is that partner cities are aware of global migration agendas such as the GCM and the respective goals of the 2030 Agenda, and that they are enabled to debate at national, regional and international events. Proposals need to integrate at least one awareness-raising campaign for each partner city on the GCMs to facilitate an informed debate on the role of cities (such as workshops, trainings, public dialogues, media products).
  - (c) Migration mainstreaming into city planning: Projects must identify how migration management aspects can be integrated into the city's development plans and/or whether

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<sup>4</sup> Including host community, refugee-led, and migrant organizations.

designated migration management approaches are feasible. Each proposal needs to include at least one specific training on mainstreaming migration into local development and policy planning. Each pilot needs to demonstrate that migration aspects are integrated in city development plans.

V. Develop knowledge products and disseminate at the local, national and global level.

- (a) Analytical city report for each pilot: The project must produce one analytical report on how the partner city managed to overcome challenges and leverage opportunities arising from migration. The report has to include a control mechanism with baseline and endline assessments. Proposals should provide an initial product description for the report.

Note: All final deliverables need to be of publishable standard. Applicants should propose a detailed quality assurance process when submitting the proposal. All deliverables need to respect the **Cities Alliance Branding and Disclaimer Guidelines** and the Cities Alliance intellectual property rights as specified in the **UNOPS Grant Agreement**.

- (b) Engagement at national, regional and global level: Each proposal is required to elaborate on how the partner cities will participate in exchange, collaboration, and advocacy events at the national, regional, and global level for safe, orderly and regular migration to cities.

Proposals need to budget for selected city stakeholders connected with the pilot project to participate in: (a) one regional conference, and (b) one international conference tentatively scheduled for 2021.

- (c) Dissemination and communication strategy: Each applicant must submit a dissemination and communication strategy which describes how the project will inform on its progress and results and actively involve key local, national, and international stakeholders. The proposal should also specify means of communication, i.e. events, video clips, number of newsletters, photography, blogs, and local media channels.

The scope of work of the project is set out in the Terms of Reference included as Annex 1, which includes details of specific outputs and outcomes which should support the four objectives listed above. Proposals need to elaborate a detailed product description of the project rationale, objective, stakeholders and approach. They must state the number of direct and indirect beneficiaries. A detailed logframe with a monitoring and evaluation plan must also be submitted.

### **Eligibility Criteria**

In line with the UNOPS evaluation principles of fairness, transparency and integrity, this Call for Proposals intends to competitively select the implementation partners.

- Proposed projects must meet the objectives of the Cities Alliance Joint Work Programme on Cities and Migration and the [Cities Alliance Charter](#).
- Project proposals must be in line with the geographical and thematic scope outlined in this Call for Proposals.

- Eligible applicants include governments, international and national non-governmental organizations, United Nations agencies, other international organizations, academic or research institutions. Commercial entities are excluded from this call.
- Demonstrated expertise and field operations in the designated geographic area of this Call for Proposals.
- Previous cooperation with the local authorities of Turkana County is an asset.
- Project proposals must include 20 per cent co-financing of the total project budget (in-kind or cash).
- Applicant must comply with all provisions in the Grant Agreement, including the General Conditions, and applicable UNOPS policies and procedures.
- Entities in the UN Sanctions List are ineligible to apply.

### **Reporting**

- 1<sup>st</sup> progress report against the deliverables specified in the logframe of the grant agreement (within three months of contract signature)
- Bi-monthly progress updates (max 2 pages)
- Semi-annual narrative and financial report (31 July 2020)
- Annual narrative and financial report (31 January 2020)
- Semi-annual narrative and financial report (31 July 2021)
- Final project narrative and financial report (31 December 2021)
- Audited financial report (28 February 2022)

### **Available Funding and Payment**

The provisional funding allocation for a pilot project for each city is up to USD 300,000. Financial proposals are required to show at least 20 per cent of co-financing of the total project cost. Both in-kind and cash contributions are acceptable.

Please note that the cost of preparing a proposal and negotiating a grant agreement, including any related travel, is not reimbursable, nor can it be included as a direct cost of the assignment.

Payments to the Grantee shall be made in accordance with the schedule of deliverables upon the submission by the Grantee of appropriate progress reports along with payment requests, subject to the Grantee's continued performance of its obligations under the approved Grant Agreement.

## General Instructions for Proposal Submission

Please submit a full proposal including:

- **The Full Proposal Form**
  - a monitoring and evaluation plan;
  - a detailed description of the pilot's theory of change, methodology, activities, outputs, outcomes and indicators;
  - a statement of the number of direct and indirect beneficiaries;
  - a detailed logframe;
  - a section on how the project will organize multi-stakeholder forums at the city level;
  - a section outlining the learning needs of relevant city stakeholders and propose adequate learning approaches;
  - at least one awareness raising campaign on the GCM for each partner city;
  - at least one specific training on mainstreaming migration into local development and policy planning;
  - a detailed quality assurance process for the city report;
  - a dissemination and communication strategy.
- **The Budget Template**
- **The Integrated Assessment Framework**
- **Proposal Submission Acceptance**

**Deadline for submission: Midnight, 24:00 Central European Time on 22 July 2019.**

**Submit via e-mail only** to the Cities Alliance Secretariat at [ca-proposal@citiesalliance.org](mailto:ca-proposal@citiesalliance.org) with the subject line ***Kakuma-Kalobeyei Migration CfP***.

**Language:** The proposal should be submitted in English. Exceptions can be requested for Tunisia (French).

**Estimated Start:** 1 October 2019

**Duration:** Two years

**Questions can be submitted to [ca-proposal@citiesalliance.org](mailto:ca-proposal@citiesalliance.org) with the subject line *Kakuma-Kalobeyei Migration CfP* until 12 July 2019 and will be replied by 17 July 2019.**

### Selection Process and Criteria

A complete technical, financial and organizational capacity assessment of each proposal will be undertaken. Cities Alliance reserves the right to fund any, a portion of, or none of the applications submitted. As part of its evaluation process, Cities Alliance may decide to discuss technical, cost or other issues with one or more applicants. After scoring the proposals, the evaluation team may determine that one or more proposals require further clarification and possible revision. Discussions with submitting organizations are only conducted regarding proposals determined to be acceptable. In reviewing proposals, Cities Alliance reserves the right to accept parts of a proposal and/or, in close consultation with applicants, to build a programme composed of several proposals (or parts of these proposals) put together.

An Evaluation Committee will appraise applications in accordance with the selection criteria identified below. Applicants should note that these criteria serve to a) identify the significant issues that applicants should address in their applications; and b) set standards against which all applications will be evaluated. If there are ambiguities/unclear explanations, or further need for details, the Evaluation Committee will seek clarification from the submitting organization if the proposal otherwise meets the main criteria.

The Evaluation Committee will evaluate proposals against technical and financial assessment criteria:

(a) Technical Assessment (70 Points)

Criteria	Points
<b>Innovative approach and relevance:</b> Do the proposed implementing organization and its partners have the necessary technical expertise, experience and capacity to implement the project? Is the project approach and methodology innovative, feasible and relevant? Are the methodologies based on local needs, previous experience and evidence-based knowledge? Is the idea technically feasible and likely to achieve the stated results? Does it embody good development practice and lessons? Has the proposal sufficiently considered major internal and external risks and indicated risk mitigation measures to be developed?	20
<b>Context and stakeholder knowledge:</b> Is the project based on a good understanding of the context in the respective project site? Is there a stakeholder analysis and a clear definition of target groups? To what extent is participation of, and ownership by, key stakeholders in planning and design evident? Is it clear how the project will work with the government, non-state actors, host communities, and refugee-led organizations?	10
<b>Sustainability and partnership:</b> Does the project demonstrate a good case for sustainability of the proposed outcomes and impacts beyond the funding period? Has an exit strategy been considered? What partnerships are foreseen in the proposal? Is the proposed consortium of benefit to the implementation of the project? Is the partnership built on long-term trust relationships? Is the governance and coordination system between stakeholders and partners appropriate? Is the role and involvement of the sub-partners clear and sound? Are project partners likely to increase institutional, organizational, and technical capacities through project implementation?	20
<b>Gender sensitivity:</b> Does the proposal demonstrate awareness and understanding of concrete gender-related/gender-specific challenges in the project context? To what extent does the proposal strive to include women as equal participants and beneficiaries? To what extent does the proposal plan to contribute to greater gender equality and women's empowerment? Will the project collect sex-disaggregated data? (Refer to Annex 1 for specific guidelines and evaluation criteria for gender sensitivity.)	10
<b>Integration and Social Cohesion:</b> How does the project organize multi-stakeholder forums at the city level which include representative of the local authorities, private	10

sector, civil society organizations, <sup>5</sup> and worker organizations?	
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(b) Financial Assessment (30 points)

<b>Financial proposal:</b> How does the proposed budget compare to other applicants of this Call for Proposals in terms of value for money, specifically the four criteria of economy, efficiency, effectiveness, and equity (see Annex 2)?	30
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<sup>5</sup> Including host community, refugee-led, and migrant organizations.

## Schedule of Events

The dates provided below are indicative.

Event	Date
Call for Proposals release date	02 July 2019
Proposal due date	22 July 2019
Grant agreement contracting	September 2019

## Grantee Responsibilities

- Be responsible for the proper use of the Cities Alliance funds.
- Enter into a Grant Agreement with the United Nations Office for Project Services (UNOPS), on behalf of the Cities Alliance, which will stipulate the terms and conditions for receiving and utilizing the funds.
- Comply with all provisions in the Grant Agreement and applicable UNOPS policies and procedures.
- Be fully responsible for implementing the project in accordance with the Grant Agreement.
- Be responsible for using the funds only for the outputs specified in the Grant Agreement.
- Provide timely reporting to the Cities Alliance Secretariat on progress in implementing the project, and financial reporting on the uses of the funds as specified by the Grant Agreement.
- Provide communication material on project implementation (including pictures, quotes, stories and other materials, where applicable).
- Communicate with the Cities Alliance Secretariat on all significant matters relating to the project, such as changes in activities, budget revision and timeline. This includes any emerging social and environmental risks and any adverse impacts resulting from implementation of project activities.
- Participate in knowledge sharing activities so that other cities/countries might benefit from the project experiences.

## UNOPS Grant Support Agreement

The UNOPS Standard Grant Support Agreement (GSA) containing UNOPS General Conditions for Grant Support Agreements is outlined in *Attachment 6*. The GSA constitutes an integral part of this Call for Proposals (CFP) as it is mandatory to accept this agreement with its conditions before submitting a proposal.

## Annex 1: Terms of Reference

The goal of this project is to test approaches that support the creation of jobs and investments in secondary cities with high refugee populations. Secondary cities play a crucial role in the development of national and regional economies. Unfortunately, there are growing disparities between the development of metropolitan areas and regional secondary cities and towns. As a result, there are growing national and regional disparities in economic development, wealth and access to essential services, employment and investment opportunities. Nowhere is this more apparent than in Sub-Saharan Africa, especially in secondary cities that host high migrant and refugee populations.

Cities Alliance has selected the Turkana Region Development Corridor with the Kakuma-Kalobeyei cluster to test approaches of connectivity and networking to ultimately support entrepreneurship and job creation for host communities, refugees and rural-urban migrants. Enhancing connectivity within systems of secondary cities has become an important focus of Cities Alliance through the publication of *Managing Secondary Systems of Cities* (2014)<sup>6</sup> and *Connecting Secondary Systems of Cities* (2019)<sup>7</sup>. Cities Alliance is seeking to test and develop practical and sustainable applications of the concepts and practices outlined in these two publications to support economic development, employment and well-being in Turkana West District.

### Kakuma-Kalobeyei Cluster

Kenya, Tanzania, and Uganda are home to more than a million refugees from Burundi, the Democratic Republic of Congo, Ethiopia, Eritrea Somalia, South Sudan. Of these, 186,000 refugees live in camps in Kenya's Turkana County, nearly all residing in the Kakuma-Kalobeyei cluster. Turkana County is one of the poorest regions in Kenya. It is a dry arid region, with an economy based primarily on grazing. The population of the region is an estimated 1.4 million and growing at 3.4 per cent. The annual per capita GDP is USD 500, compared to a national average of USD 967 (2017).

In 1990, the region began receiving a large influx of refugees from Ethiopia and Sudan. In 1992, a refugee camp was established on the outskirts of Kakuma, the main town in the Turkana West District of Turkana County. The Kakuma refugee camp is one of the largest in Africa. Many of the recent arrivals, especially in the Kalobeyei new settlement areas, are still living in tents. Housing in the older camp communities is more permanent, constructed of timber, mudbrick, concrete block and with mainly corrugated iron roofs. Water supply, sanitation, and waste management are poor. Compared to the rural region population, Kakuma camp has better health facilities and a higher percentage of children in full-time education, and better access to services and credit than the population living in rural and small towns in the county. The camp is an important part of the regional economy. A recent report estimated the Kakuma camp economy at USD 56 million (IFC, 2018)<sup>8</sup>.

The projected population of Kakuma town is currently about 46,000. It is the site of a UNHCR-managed refugee camp established in 1992 on the outskirts of Kakuma town. With an influx of new arrivals in 2014, Kakuma surpassed its capacity by over 58,000 individuals, leading to congestion in

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<sup>6</sup> Roberts, B. H. (2014). *Managing Systems of Secondary Cities: Policy Responses in International Development*. Brussels: Cities Alliance.

<sup>7</sup> Roberts, B. H. (2019). *Connecting Systems of Secondary Cities*. Retrieved from Brussels: <https://www.citiesalliance.org/newsroom/news/cities-alliance-news/introducing-connecting-systems-secondary-cities>

<sup>8</sup> IFC. (2018). "Kakuma as a Marketplace." Retrieved from Washington: [https://www.ifc.org/wps/wcm/connect/8fb8fab4-af24-4b09-bdff-2109d2c45974/20180427\\_Kakuma-as-a-Marketplace\\_v1.pdf?MOD=AJPERES](https://www.ifc.org/wps/wcm/connect/8fb8fab4-af24-4b09-bdff-2109d2c45974/20180427_Kakuma-as-a-Marketplace_v1.pdf?MOD=AJPERES)

various sections. Following negotiations between UNHCR, the national government, the county Government of Turkana and the host community, land for a new settlement was identified in Kalobeyei, 20 km from Kakuma town. By the end of November 2018, Kakuma camp and Kalobeyei Integrated Settlement had a population of 186,692 registered refugees and asylum-seekers.

A significant challenge facing the development of Turkana West is improving the welfare of both host communities and refugees. The Turkana government is aware of the consequences of sudden closure, rapid depopulation and relocation of large numbers of refugees, and their potential to lead to the collapse of the currently aid-dependent local economy of Kakuma-Kalobeyei.

### **Turkana Region Planning and Development Prospects**

The prospects for the development of agriculture, mining, oil, solar and wind energy in the Turkana region are good following discoveries of a large aquifer as well as oil and mineral deposits. There are limited long term-prospects for tourism. Substantial investment in infrastructure and improved services to improve access to the region are necessary. Jobs can be created by future agriculture, mining and petroleum industries; however, they are more likely to require capital, technology and skilled labour. This creates a significant challenge to generating employment in the region.

The development of the Lamu Port-Southern Sudan-Ethiopia Transport (LAPSSET) is a flagship project under Kenya's Vision 2030. Its aim is to create connectivity between the East African countries of Kenya, Ethiopia and South Sudan. A recent scoping study has endorsed a Development Corridors Partnership for capacity-building collaboration among institutions from China, Kenya, Tanzania, and the UK to deliver effective research and build capacity (DCP Kenya, 2019).<sup>9</sup>

The development of infrastructure connecting towns and cities along the corridor route will be crucial to opening opportunities for trade, investment and other local economic development opportunities in the Turkana region. Even more critical to realizing these opportunities is the development of soft infrastructure connecting cities, business, institutions and communities within the LAPSSET corridor.

A development plan for the county has been prepared that outlines the need for investment in infrastructure between 2012-17 in the order of KSH78 billion (USD 78 million) to develop the region. Few of the investments outlined in the plan have received funds. As a result, access to many parts of the region remain poor. Electricity, mobile networks and public transport services are limited mainly to urban areas. Regional town water supply, sanitation, waste management and other urban services are poor.

The Kalobeyei Integrated Socio-Economic Development Plan (KISED) (UNHCR, 2018)<sup>10</sup> provides a framework and tool to manage the presence of some 186,000 refugees in a manner that benefits both the refugees and their host communities. The next four years will be key in demonstrating that welcoming people who fled conflict can be transformed into an opportunity for the development of Turkana.

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<sup>9</sup> DCP Kenya. (2019). *Development Corridors in Kenya: A Scoping Study*. Retrieved from Cambridge, UK: [https://developmentcorridors.org/wp-content/uploads/2019/02/Development-Corridors-in-Kenya\\_Scoping-Report-2019.pdf](https://developmentcorridors.org/wp-content/uploads/2019/02/Development-Corridors-in-Kenya_Scoping-Report-2019.pdf)

<sup>10</sup> UNHCR. (2018). *Kalobeyei Integrated Socio-Economic Development Plan in Turkana West*. Retrieved from <https://www.unhcr.org/ke/wp-content/uploads/sites/2/2018/12/KISED-Strategic-Overview.pdf>

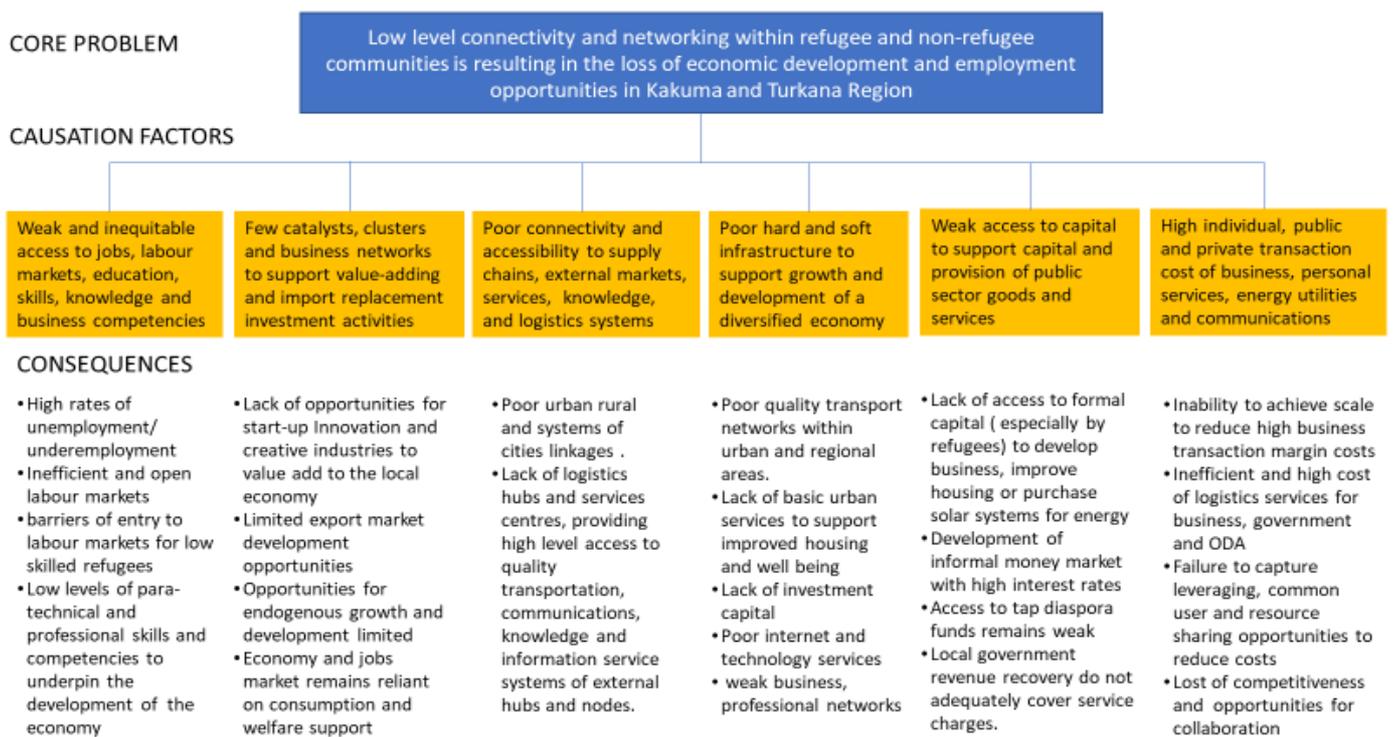
## Key Development Problems

There have been many research studies and investigations conducted on refugees and host communities in Kakuma and Kalobeyei. These studies have identified problems and offered many solutions. However, the well-being of the 186,000 refugees in the camp and the host communities requires more investment and job creation in a sustainable local economy. The recent IFC study on *Kakuma as a Market Place (IFC, 2018)* provides valuable insights into the constraints and potential for the development of the Kakuma local economy. Cities Alliance aims to add more insight into how hard and soft infrastructure can support the local economy through more connectivity and networks.

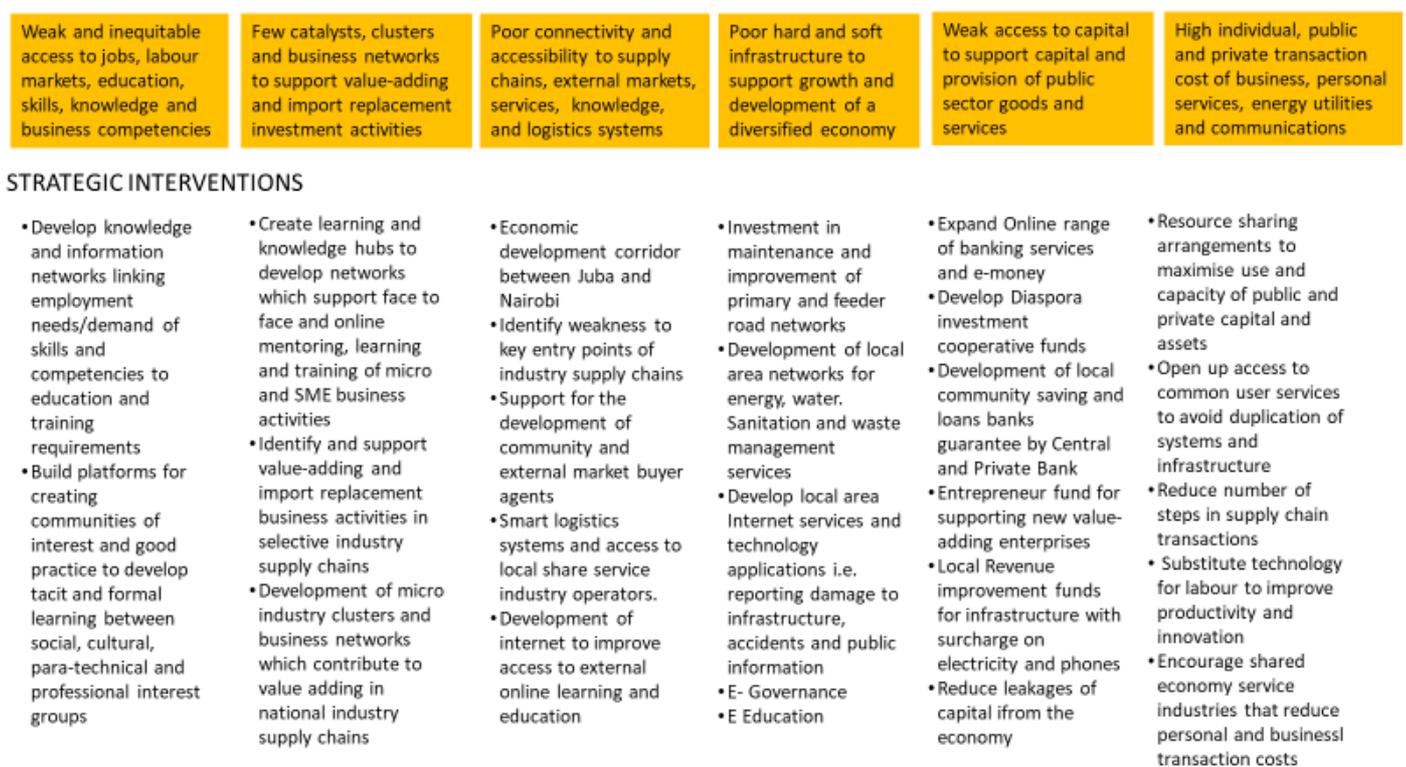
A significant feature of the local economy is that most businesses are small, involved in the aid programme, trade-based, and of low value-added production. There are no large- or medium-scale businesses in the region. There are more than 2,000 businesses in the Kakuma camp, but these are mainly involved in the sale of consumer items. A few are involved in the export of clothing, food and handicrafts. Businesses are highly competitive, profit margins are very low, and most goods and products are sourced from outside the region. The nature of trade is influenced highly by the allocation of food and financial transfer by international agencies and NGOs. The transaction cost of doing business is high. The failure of businesses to collaborate on purchasing and cost-sharing on access to common user infrastructure and energy means that businesses in the region are not able to achieve scale and remain uncompetitive in gaining access to markets and new business opportunities. Figure A presents a project problem analysis.

The overall key to the development of the economy is to improve connectivity and networks that enable businesses, local governments and individuals to gain access to a wider choice of goods, finance, employment and investment opportunities. The causes of problems of lacking connectivity and networks can be demonstrated using problem tree analysis in order to identify possible strategic solutions (see Figure B).

**Figure A: Project Problem Analysis**



**Figure B: Possible Strategic Initiatives to Address Problems**



## Strategic Outcomes of the Project

The figure below shows the strategic outcomes of the project. Not all of these will be achievable within the scope and timeline of the solicited project. However, establishing hard and soft infrastructure is critical to sustainable local economic development and will continue to underpin activities initiated by the project. Cities Alliance is seeking to support activities that will result in more self-organizing and self-sufficient governance to support the hard and soft infrastructure created to improve the climate of investment and job creation opportunities.

**Strategic Outcomes of the Project**

**Identify and targeted Initiatives that enhance:**

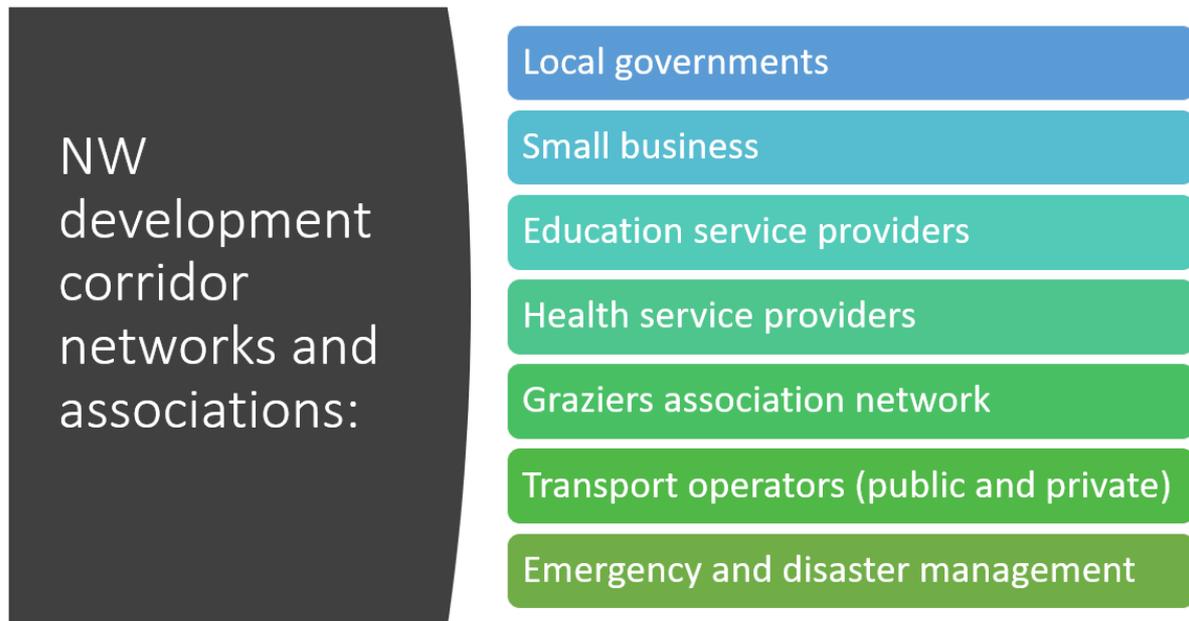
- Value-adding to micro and SME business activities
- Employment multipliers
- Expansion of capital base resources tapping external networks and sources
- Local area networks supporting energy, water, knowledge, innovation, and community development
- Development of industry associations and communities of interest and practice for entrepreneurs, business, professionals and technicians, learning, and research
- Efficiencies in supply chains, infrastructure and services delivery
- Collaborative governance Initiatives
- Civic entrepreneurship and business leadership
- Catalyst for industry development such as clusters, knowledge centres and common user warehousing and facilities
- Creation of a Route A1 Economic and Trade Development Corridor
- Knowledge and Learning Products

## Hard and Soft Infrastructure to Enhance City Connectedness

HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
<ul style="list-style-type: none"><li>• Road Network Connecting Community nodes to the City Centre and Corridor Hub</li><li>• Public Transport system connecting community nodes</li><li>• Local area solar energy network</li><li>• New location and development regional airport</li><li>• Railway corridor</li></ul>	<ul style="list-style-type: none"><li>• Community leaders network</li><li>• Garment industry network</li><li>• Health practitioners network</li><li>• Transportation services network</li><li>• Food Industry network</li><li>• Construction contractors network</li><li>• Property development council</li><li>• Micro finance network</li><li>• Education network</li></ul>

Examples of possible network corridor initiatives and hard and soft infrastructure that could be developed as part of Outputs 2 and 3 are listed in Figure C. It is expected that the project will explore the feasibility of developing some of these.

**Figure C: Turkana North-Western Development Corridor – Possible Networks and Associations**



## **Annex 2: Gender Sensitivity Guidelines**

Cities Alliance is strongly committed to contributing to greater gender equality and women's empowerment through all its projects and programmes. An important step to achieving these goals is to ensure gender sensitivity is considered in the formulation and planning of projects.

Gender sensitivity means that in each action and process, gender norms and roles, and the impact gender has on access to, and control over, resources are considered and addressed. Suggested guiding questions for assessing gender sensitivity of any proposal are listed below. Applicants to this call shall further consult the Cities Alliance Gender Strategy.

- How does the proposal attempt to address existing gender inequalities?
- How does the proposal strive to include women as equal participants and beneficiaries of the planned interventions?
- Does the proposal identify barriers between women, men and other vulnerable or marginalized groups?
- Are different needs and vulnerabilities of marginalized groups assessed?
- Will the project ensure that data is disaggregated and analyzed by sex, age and other relevant variables in the given context?
- Is gender reflected in the objectives, outcomes, and outputs of the proposal?
- Does the proposal include any interventions to advance gender equality and/or women's empowerment?
- Does the proposal apply a gender-sensitive participatory process when engaging with different stakeholders?
- Is the monitoring and evaluation framework gender sensitive?
- Does the proposed implementation team demonstrate gender expertise?
- Does the proposal acknowledge how different risks can impact men and women, boys and girls differently?
- Does the proposal ensure rigorous ethical standards are applied to work with women, children and/or other vulnerable groups?
- Does the proposal ensure project activities are gender-sensitively planned (e.g. does the project aim to reduce discrimination against women and will this be monitored)?
- Have adequate resources been provided and allocated for the proposed gender-sensitive activities? How does the budget reflect gender-specific activities?

### Annex 3: Guidance on Value for Money

#### VfM in the proposal

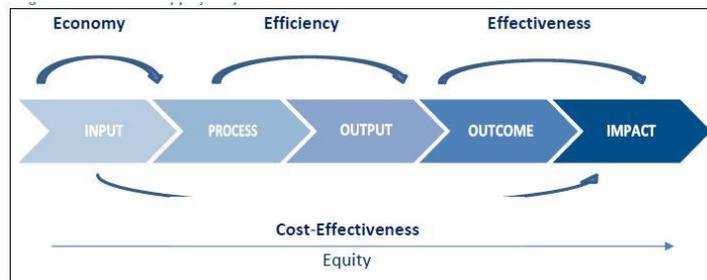
Value for money (VfM) begins with programme design. Project proposals should include an overall value for money statement, i.e. why the chosen interventions are better value for money than alternative approaches to address the same problem. For example, the VfM statement could include a cost-effectiveness assessment of two or more alternatives, unit-cost benchmarks, or local or international evidence that supports the chosen intervention, and the reasoning for the proposed approach in this context.

#### How the project will manage VfM during implementation

This guidance provides a high-level overview of VfM in the project cycle (Figure 1); a description of how the programme components are assessed for VfM (Table 1); and how the assessment of programme components is linked to the four VfM factors: economy, efficiency, effectiveness, and equity (Table 2).

Projects begin with inputs that are translated into goods and services necessary to implement the project. The allocation of funds for staff, equipment, services, administration, and contracting with partners for project delivery are often analyzed in planning and during implementation.

Figure 1: Value for Money project cycle



Translating inputs into delivery for beneficiaries involves processes and activities that lead to outputs. VfM analysis generates evidence to manage and maintain efficient operations at this project stage. Beneficiary measurements assessing the equitable spread of outputs are also analyzed. For such measures, cost efficiency, unit costs, and regional variations are often analyzed.

When outputs are sustained, and when there is evidence of adoption of planned results by beneficiaries, effectiveness is assessed. Effectiveness may be assessed by cost-benefit analysis of sustained results, unit-costs of outcomes, value lost or gained vs. plan, sustainability, and ultimate impact to improve the lives of beneficiaries. It should be noted that effectiveness measures are often less possible in the early stage of programming when there is less evidence of adoption and sustained results.

Equity is measured across the stages of planning and implementation. Clear plans for quantifying beneficiaries should be defined including gender disaggregation, displaced persons, disabled persons, and persons in conflict-affected areas.

The project cycle consists of various programme components illustrated below in Table 1. The evaluation committee will review the project’s VfM approach for a clear plan indicating how the VfM factors (Table 2) will be measured and managed across programme components during project implementation.

Table 1: Programme components

<b>Input:</b>	<b>Process:</b>	<b>Output:</b>	<b>Outcome:</b>	<b>Impact:</b>
HR, procurement of goods and services to accomplish project objectives, contracted deliverables.  e.g. vaccines procured, contracting methods	How are inputs used for beneficiaries; strategy to accomplish project objectives; partner management  e.g. plans to deliver and monitor use of vaccines	The planned results delivered for beneficiaries  e.g. Number of children vaccinated	The sustained use, adoption, or benefit received by beneficiaries.  e.g. children less susceptible to major childhood diseases	Long-term transformative change  e.g. poverty reduced

Table 2: Value for money factors

<b>Economy:</b>	<b>Efficiency:</b>	<b>Effectiveness:</b>	<b>Equity:</b>
What is the evidence that the purchase and contracting for goods and services is the best quality at the best price?  What are the processes to ensure economy for the project duration?	What is the relationship between planned and actual results and expenditures?  Are output targets achieved at or below budget? How will the project manage efficiency during implementation?	How will the project measure if the interventions are effective?  How will the project assess the likelihood of sustainability or the needed for additional support? How will beneficiary adoption of results, and potential impact be estimated or measured? What is the exit plan when the project ends?	How will the project measure the equitable spread of benefits across gender, disabled persons, displaced persons, and persons in conflict areas?  Justify whether beneficiary disaggregation will be assumed, estimated, or counted? Has the project considered the possible costs to ensure equity?

To demonstrate an understanding of VfM, it may be useful to propose a limited number of measures that will be reported on regularly, the data that will be used for VfM reporting and calculations and link each measure to one (or more) VfM factor(s).

The evaluation will review how the proposed project will include VfM analysis in its strategy and planning and how the project will manage VfM during implementation. It is not necessary to propose all possible VfM metrics, though it is helpful for the project to suggest one or more metrics that will provide evidence of economy, efficiency, effectiveness and equity.

**Indicative approaches to VfM management for proposals**

Table 3 describes some indicative appraisal criteria that Cities Alliance uses for assessing VfM in proposals. If a proposal is advanced for further consideration, the VfM metrics may be further defined or revised in consultation between Cities Alliance and the implementing partner.

*Table 3: Indicative approaches to VfM in proposals*

<p><b>Describing the VfM plan</b></p>	<p>The project proposal should describe how it aims to achieve or represent VfM, or what the expected returns on investment are (overall or for specific project components).</p> <p><i>What are the proposed VfM metrics to address each VfM factor (economy, efficiency, effectiveness, equity)? Will the project conduct cost performance ratio, cost-benefit analysis? Will there be transparent procurement procedures in place? How will project unit costs compare to unit costs for the same outputs in similar projects (here or globally)? Has cost bench-marking or cost-effectiveness data been presented to make the case for the project?</i></p>
<p><b>Alternative project approaches</b></p>	<p>The project approach should offer better VfM compared to other approaches and consider benchmarks where possible.</p> <p><i>Are alternative approaches offered or clear justification outlined why specific approaches are selected? Have the expected results and financial costs of alternative approaches been considered?</i></p>

<p><b>Robust design</b></p>	<p>The proposal should outline a well-thought-out design to achieve the project objectives.</p> <p><i>For example, this may include a thorough analysis of the project context and strategies for effective delivery, innovative approaches for promoting uptake or dissemination, promising technologies or delivery models, etc. What are the key aspects of the design that warranted the project's selection? How will the project address displaced persons, persons in conflict areas, disabled persons, gender, etc.?</i></p>
<p><b>Budget Alignment</b></p>	<p>The project budgets and results indicators are aligned to allow easy VfM activity/output/outcome assessment.</p> <p><i>Budget templates should be designed in a manner that enables proper alignment to the programme components based on which standard VfM calculations will be performed (e.g. by 'programme outcome'). Is the budget presented to a level of detail that will allow expenditure monitoring by component, if desired?</i></p>
<p><b>Data collection (M&amp;E)</b></p>	<p>The project M&amp;E system (indicators and data collection plans) is set up to allow for assessment project results vs. expenditures. The M&amp;E system should also allow VfM analysis at the project and regional (township, state) levels and for multi-region projects.</p> <p><i>Is it possible to determine the budgeted costs of the outputs and the activities that contribute to outputs? Does the project define data collection plans and have measurable indicators that allow for VfM assessments of outcomes? Is it possible to determine the budgeted costs of the outputs and the activities that contribute to outputs?</i></p>

**Long-term benefits and sustainability**

What are the opportunities and challenges for long-term sustainability of the project or key project outputs/outcomes? Is the project likely to be sustainable, replicable and/or scalable (or to have significant impact on policy)?

*How will the project address long-term sustainability? Is private sector involvement possible? Will the project seek to influence increased government funding, and if so, how will this be measured by the project? Is other funding likely to follow the current project? What is the exit plan at project end? For example, are cost-recovery mechanisms in place? Are adequate documentation processes outlined for possible replication? Is there a plan for influencing policy? Projects that are sustainable (e.g. activities continue once funding ceases) will continue to generate benefits even though they may not be captured in a VfM assessment. Similarly, projects that are replicable or scalable will also have the potential to generate greater benefits if they inform the design of other projects or are able to have a wider reach.*