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UNDP IN KENYA

Kenya has gone through an intense political transition in recent years, following widespread violence after the 2007 general elections. Adoption of the Constitution in 2010 promised the devolution of powers to local authorities, peaceful and fair elections, judicial reforms, and inclusive, rights-based development plans. Kenya's economy, while among the largest in sub-Saharan Africa, is vulnerable to shocks. Nearly half the population lives in poverty.

In responding to longstanding and emerging national

priorities, UNDP programmes have taken up issues related to democratic governance, disaster risk reduction and recovery, peacebuilding and conflict prevention, inclusive economic growth, and energy and environment for sustainable development. The Independent Evaluation Office of UNDP conducted an independent country programme evaluation that covered UNDP work from 2009 to 2013.

TOTAL PROGRAMME EXPENDITURE, 2008-2012: \$173.2 MILLION

FUNDING SOURCES, 2008-2012



PROGRAMME EXPENDITURE BY THEMATIC AREA, 2008-2012 (\$ MILLIONS)



FINDINGS AND CONCLUSIONS

Across all programme areas, the evaluation affirmed that objectives aligned with national long-term development priorities and emerging needs, particularly in response to the crises following the 2007-2008 post-election violence, and contributed to strengthening the foundation for development. UNDP backed constitutional, legal and electoral reforms to bolster governance institutions and increase citizens' confidence in them. It helped put public service reform firmly on the national agenda. National funding of the Public Service Transformation Department increased every year and government staff were systematically seconded to the department, highlighting its value. The institutionalization of the National Integrated Monitoring and Evaluation System (NIMES) was a critical step, given its crucial role in public-sector reform management.

Mobilizing a critical mass of civil society organizations promoted constitutional principles, including human rights and gender equality. Involving 233 of these groups, the Amkeni Wakenya initiative has become an important platform for providing citizens, including minority and marginalized groups, with opportunities to engage on various concerns. Further, with UNDP assistance, the Kenya National Commission on Human

Rights, National Gender and Equality Commission, and Commission on Administrative Justice have been fully established as institutions. The National Gender and Equality Commission successfully monitored the 2013 elections from a gender and human rights perspective.

In disaster risk and conflict prevention, UNDP played a critical role in bringing different parties together and introducing best practices from other countries. District Peace Committees have proven to be a valuable interface between the Government, community leaders and civil society when responding to situations of conflict and insecurity, with strong indications that early warning on conflict in communities has improved radically since the 2007-2008 post-election violence.

Towards inclusive economic growth, UNDP stressed the economic empowerment of particularly vulnerable groups, such as unemployed youth, women and owners of small/medium businesses, and the strengthening of public-private partnerships. Technical advisers helped the Government set its development goals and prepare critical roadmaps, such as Vision 2030.

In environment and energy, UNDP helped broker collaboration between the Government and communities, including on conservation issues, and developed strategic

partnerships with the private sector in responding to climate change. Six Minimum Energy Performance Standards were set, along with testing procedures. A number of South-South exchanges included Kenya receiving support from Ethiopia and Malawi on climate-change adaptation, and providing Sudan with expertise on climate-change adaptation at the community level.

UNDP has advanced national awareness and action on gender and human rights, such as through the development of gender and human rights indicators for NIMES and gender-responsive statistics. With devolution an emerging, urgent area, UNDP can take a lead in ensuring the further promotion of gender equality and human rights among local authorities.

Some strategic choices facilitated the achievement of programmatic goals. They included, for example, UNDP's scaled-up peacebuilding and conflict transformation interventions after the post-election violence. The country programme's overall ability to demonstrate higher level results, however, was hindered by limitations in programme design and approaches, including the limited scale of interventions compared to demand on the ground; the fragmentation of projects and outcomes; and lack of clarity in project-outcome linkages. Sustainability was an issue due to a lack of clear exit strategies, and limited availability of funds, human resources and capacity among partner agencies after the completion of UNDP projects.

Broad collaboration with partners, including civil

society organizations and the private sector, demonstrated a strategic use of partnerships. Civil society groups, in particular, have taken a substantive role as implementing partners, for example, in governance. But they often lack necessary project management and coordination skills. Further, among the United Nations and other development partners, there are many who share similar development goals. UNDP needs to strengthen collaboration with these entities, which often have larger resources, to synergize efforts, scale up results and avoid duplication of work.

One of the most valued aspects in the UNDP programme, particularly among national implementing partners, was UNDP's ability to show critical interlinkages among various issues, so that the programme can be designed to achieve development goals in an optimal way. For example, in promoting private sector development and economic empowerment, the fairly 'new' concepts of inclusive market and value chain were emphasized. Links between poverty and environment, and climate change and energy efficiency, were introduced.

UNDP has brought a number of comparative advantages to its programmes in Kenya, such as an ability to influence public policies and legal/institutional frameworks, engage with a wide range of stakeholders, and respond to emerging needs. Its strong emphasis on national ownership and sustained support even during the most challenging times has earned it the distinction of being a trusted and reliable partner.

RECOMMENDATIONS

- UNDP should take a more strategic approach to programming to improve its programme effectiveness.
- UNDP should re-examine its programme results framework and overall results/progress reporting systems for improved demonstration of results and greater accountability.
- Critical risk areas in internal operational modalities and programme delivery—particularly the timeliness in financial and procurement transaction processes—should be urgently addressed to improve programme efficiency and sustainability.
- Given the significant role civil society organizations have had in the country programme implementation, and yet with varying levels of capability, UNDP should define a clear strategy for effectively working with them as implementing partners.
- UNDP should continue (and scale up) its efforts to champion issues related to human rights, gender equity and protection of vulnerable people, including those living with HIV/AIDS.
- In consultation with the Government, UNDP should take the lead in support of the country's new devolution system, ensuring capacity-building of county-level authorities, promotion of human development and use of partnerships with a diverse range of stakeholders.
- UNDP should strengthen its strategic partnerships with international development partners, by ensuring appropriate representation and timely and close communication with them at sector-related and other external engagements.

ABOUT THE ICPEs

Independent country programme evaluations (ICPEs) are the backbone of the work of the Independent Evaluation Office. They capture evidence of UNDP's contributions to development results and the effectiveness of strategies supporting national development. They enable continued improvement in UNDP programmes, contribute to strengthened national ownership and evaluation capacity, and underpin accountability to national stakeholders and UNDP's Executive Board. To date, over 100 ICPEs have been conducted worldwide.

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