



## MID-TERM REVIEW OF UNDP/GoK COUNTRY PROGRAMME ACTION PLAN (CPAP) 2004-2008



JANUARY 2007

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## LIST OF ACRONYMS

ALRMP	Arid Lands Resource Management Project
APR	Annual Performance Review
APRM	Africa Peer Review Mechanism
ASAL	Arid and Semi Arid Land
AWP	Annual Work Plan
CBS	Central Bureau of Statistics
CCA	Common Country Assessment
CMA	Capital Markets Authority
CPAP	Country Programme Action Plan
CSO	Civil Society Organization
DCR	Development Cooperation Report
DIDC	District Information Dissemination Centre
EMCA	Environmental Management Coordination Authority
ERD	External Resources Department
ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation
GEF	Global Environmental Facility
GIS	Geographical Information System
GJLOS	Governance Justice Law and Order Sector
GOK	Government of Kenya
HAC	Harmonization Alignment and Coordination
HRBAP	Human Rights Based Approach to Programming
HRD	Human Resource Development
HRE	Human Rights Education
HRM	Human Resource Management
ICIPE	International Centre of Insect Physiology and Ecology
IEC	Information, Education and Communication
IGA	Income Generating Activity
IPO	Initial Public Offer
KACC	Kenya Anti-Corruption Commission
KenInfo	Kenya Information
KEPSA	Kenya Private Sector Alliance
KERP	Kenya External Resources Policy
KIE	Kenya Institute of Education
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KJAS	Kenya Joint Assistance Strategy
LATF	Local Authorities Trust Fund
LAN/WAN	Local Area Network/Wider Area Network
MDG	Millennium Development Goal
MMR	Maternal Mortality Rate
MOPND	Ministry of Planning and National Development
MOF	Ministry of Finance
MTR	Mid-Term Review
NESC	National Economic Social Council
NARC	National Rainbow Coalition
NCPWD	National Council for People With Disabilities
NEPAD	New Partnership for Africa Development
NESC	National Economic and Social Council
NEX	National Execution Modality

ODA	Official Development Assistance
OVC	Orphans and Vulnerable Children
PIU	Project Implementation Unit
PER	Public Expenditure Review
PETS	Public Expenditure Tracking Systems
PLWA	People Living With AIDS
PS	Permanent Secretary
PSDRS	Public Sector Development and Reform Secretariat
PWC	PricewaterhouseCoopers
RBM	Results Based Management
SIDA	Swedish International Development Cooperation Agency
STATCAP	Statistical Capacity (project)
TRAG	Training Advocacy Research and Governance
UDEK	United Disability Empowerment in Kenya
UNIDO	United Nations Industrial Development Organisation
UNCTAD	United Nations Conference on Trade and Development
UNICEF	United Nations Children's Fund
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Fund for Population Activities
UNIFEM	United Nations Development Fund for Women
UNVIS	United Nations Volunteer Intermediation Strategy
UNV	United Nations Volunteer

## **EXECUTIVE SUMMARY**

### **Background:**

The Country Programme Action Plan (CPAP) is a five-year framework outlining development cooperation between the United Nations Development Programme (UNDP) and the Government of Kenya (GOK). The plan is based on development challenges identified in the UN Common Country Assessment (CCA) of 2001, and its response as outlined in the UN Development Assistance Framework (UNDAF) of 2004-2008. This, in turn, takes account of UN conventions and the Millennium Development Goals (MDGs) as well as lessons learnt from the Country Cooperation Experience of 1999-2003.

The CPAP 2004-2008 was developed and signed in April 2004 to respond to Kenya's development priorities and to support and supplement national efforts at economic and social development. It was also developed to assist in the realization of Kenya's MDGs and linked to global goals of major conventions and international summits through the UNDAF.

The GOK has committed itself to various goals outlined in the Poverty Reduction Strategy Plan (PRSP) 2001-2004, the National Development Plan (NDA), 2002-2008 and the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) 2003-2007, as well as the MDGs, and the CPAP aims to contribute to the achievement of these goals.

The CPAP defines the broad outlines of the goals that the GOK and UNDP jointly subscribe to and the financial parameters agreed upon. Programme components are organized by outcomes and achievement of the outcomes requires specific output targets. The activities that are designed to produce the outputs are outlined in annual work plans (AWPs), which link success indicators to achievement of activities.

At the mid-term point of implementation of the CPAP, an independent review of the programme is required. The review is intended to guide the next period of programme implementations through specific recommendations, which will contribute towards an improvement in performance, with achievements that will have a greater sustained benefit and impact. The review results are also intended to contribute to the 2008-2011 UNDP programme of support to Kenya, which is based on the Kenya Joint Assistance Strategy, collaboration between Kenya and its development partners.

### **Objectives and methodology:**

The general objective of the mid-term review (MTR) is to assess the CPAP implementation, to identify shortcomings, achievements, lessons learned, process improvements and programme opportunities, and when necessary to recommend adjustments that will improve performance and increase the sustainable benefits and impact of the CPAP.

The review addresses three programme components: opportunities, security and sustainability, focusing on links between CPAP outputs, outcomes and indicators and UNDAF outcomes. An Outcome Evaluation exercise was conducted in tandem, supplementing the MTR in the area of empowerment and MDGs. And the UNDP CPAP Technical Review also served as a source of information as did the 2004 Annual Programme Review. Various UNDP officers, implementing partners (IPs) and beneficiaries, were interviewed for the MTR (Annex D) and a selection of documents (Annex E) were studied. In addition, the reviewers visited a field project in Garissa as part of the security component.

## **Situation Assessment:**

Kenya's changing socio-economic environment was an important background when assessing the MTR. Although significant economic progress has been made since 2002, there still remains work to be done to free the country from poverty and inequality. In addition, although significant inputs and processes on anti-corruption and government reforms are realizing the needed impetus in management of the development process there is still a need to build systems (financial and management) to seal the holes of leakages, to strengthen the areas of effective leadership, management of change, accountability and transparency in public services and public safety and security. Other areas requiring further attention are monitoring and evaluation processes, addressing inadequate information flow and establishing and implementing communications strategy by GOK, to ensure Kenya realizes its MDGs by 2015.

Just as Kenya is changing, so too is the UNDP, which has repositioned itself in the light of a 2006 UN high level report entitled 'Delivering-as-One'. This report reflected a UN reform agenda to act and deliver as one agency for more effective development and to meet the needs of the poorest and most vulnerable. Delivering-as-One was central to the MTR in that it promoted one set of management practices aligned to the government's existing system. This is significant considering that the UN plays a crucial role in supporting governments to achieve national plans including MDGs. The new strategic direction requires UNDP to deliver this support in an effective, results-oriented and MDG-focused manner. In addition, future UNDP programmes need to be aligned to national development frameworks, national ownership, mutual accountability and partnerships with government and other stakeholders.

Other initiatives that affect the future of the CPAP are the Kenya External Resources Policy (KERP) and the Kenya Joint Assistance Strategy (KJAS). Still in draft form, KERP aims to define the modalities to guide Kenya's development partnership agreement, the priorities of ODA, and the modalities of project implementation. The KJAS complements KERP in that it specifies ways for future development partners to collaborate with the GOK acting as a tool for common understanding of the development situation.

## **Assessment of the CPAP so far:**

Assessment of the CPAP results is based on the following factors:

- overall contribution to the ERS and MDGs
- key achievements
- challenges and corrective action
- analysis of programme management

From this conclusions were drawn and recommendations made.

Although the current CPAP does not have specific outcomes related to MDGs, it has supported the Economic Recovery Strategy, facilitating the production of policies that enhance productivity and investment. It has also supported infrastructure rehabilitation through extensive highway construction and thus contributed to employment creation. In addition several projects supported investment in human capital, such as workplace HIV/AIDS interventions.

Governance was strengthened through assistance to the Kenya Anti Corruption Commission (KACC), support of public and government reforms and civic education prior to the referendum of 2005 on the proposed constitution. The CPAP also supported the MDGs with technical capacity that included developing MDG based long term action plans, establishing MDG reporting and tracking systems and building capacity for local participation in the MDG/ERS process.



The CPAP identified four main areas of cooperation during the five-year plan, supported by strategic outreach. These were: **opportunities, empowerment, security, and sustainability**. These, in turn, were broken down into key achievements, challenges and recommendations.

With the **opportunities** component the CPAP aimed to achieve expanded opportunities for sustainable production and income diversification. Its key **achievements** were:

- It enhanced a policy framework and institutional and human capacities to participate in trade through public-private partnership. It sponsored participation in investment promotion and it drafted a Bill (with the Kenya Capital Markets Authority) on capital ventures, and commissioned a review of investment law and policy which informed the Investment Promotion Bill.
- It enhanced competitiveness through reinforcement of export value chains in selected products, such as fruit juice processing, honey processing and soap stone carvings.
- It developed and implemented stronger linkages between the formal and informal sector through support of vocational training institutions, including revised curricula, and linkages with industry.
- It developed and implemented strategies for employment creation, including labour intensive public works programmes, entrepreneurship training, and facilitating access to micro-finance.

**It is recommended that there should be:**

- Continuous lobbying for government support
- Training for a changing global market
- Capacity building for credit rating
- Better management arrangements for starting projects on time
- Development of a fund raising strategy

The **empowerment** component aims to enhance the capacities of key national and local governance institutions, ensure equity in public service delivery, and promote human rights and access to justice, its key **achievements** were:

- It enhanced efficiency, effectiveness, transparency and accountability in key institutions. It supported the Ministry of Finance with KERP, it supported Ministry of Planning and National Development in development of an M&E system to assist the government to monitor progress on the ERS and working with NEPAD, the UNDP has strengthened structures to implement the Africa Peer Review Mechanism. UNDP supported the establishment of the Public Sector Development and Reform Secretariat, which has enabled the government to institutionalise results, based management. It supported KACC with training and increasing awareness of corruption. The UNDP also provided technical support in the form of advisors and UN volunteers.
- It promoted a culture of constitutionalism by supporting the referendum process in 2005.
- It strengthened national capacity for the administration of justice and promotion of rights by collaborating with community based organizations (CSOs). This includes mainstreaming disability issues in national development, developing a national action plan for the promotion and protection of human rights, and piloting one of two global projects

on the rights of indigenous people. It also supported para-legal training and reforms in the judicial system.

- It strengthened capacity to promote decentralized and participatory planning, by building on ICT and M&E in eight districts.
- It enhanced gender mainstreaming in programmes and policies through financial support to UNIFEM to implement a gender-mainstreaming project that resulted also in the establishment of the Gender Commission.

**It is recommended that:**

- The government should be supported to deliver on the various ongoing reforms. Reforms must be institutionalized, so as to achieve promotion of accountability and transparency, and efficiency and effectiveness in public service delivery.
- The element of sustainability must be addressed from the outset of a project in close consultation with the government and other key stakeholders. Projects should be reviewed regularly to ensure sustainability issues are addressed.
- UNDP must embark on training on gender mainstreaming and gender responsive programming;
- The 2006 UN Convention on Persons with Disabilities provided a catalyst to mainstream disability issues as a development agenda. UNDP will continue to support the Government and civil society in addressing issues of persons with disabilities.
- Due to its neutrality and experience, UNDP may support the Government and the people of Kenya in the process of national reconciliation towards achieving a new Constitution for Kenya.

The **security** component aims to reduce the spread of HIV/AIDS, improve the quality of life of those affected and strengthen the design of HIV/AIDS programmes. It also aims to improve disaster management by mitigating the impact of disasters. Its key **achievements** were:

- It enhanced political awareness of HIV/AIDS, and increased local ownership of programmes, by training MPs and government officials who took it to their constituencies.
- It mitigated HIV/AIDS impacts through data collection, publications and work with the Kenya Federation of Employers on workplace policies.
- It increased capacity for effective disaster prevention and management through training.
- It enabled people to manage conflicts and reduce small arms proliferation through initiating projects in conflict prone areas.

**It is recommended that:**

- Resources should be mobilised and information disbursed on GIS data to make information accessible
- GIS indicators should be disaggregated by gender
- More resources should be committed to HIV/AIDS interventions
- Government should be lobbied for a disaster management policy
- Training manual in user-friendly form, and training opportunities on disaster management should be available where appropriate
- Government should be involved in regional security projects to ensure commitment of resources to sustainable projects.



The **sustainability** component aims to enhance the contribution of natural resources and environmental management to poverty alleviation and sustainable growth, by integrating issues into national development planning. Its key **achievements** were:

- The environment was integrated into national policies and strategies through the production of a draft report, the Poverty Environment Initiative, which developed policy and environmental indicators with the Ministry of Environment. It also supported the formulation of an energy policy, culminating in new legislation, and supported the National Environmental Management Authority in producing State of the Environment Reports in 2003 and 2004. Forest Policy and Legislation were initiated and a draft strategy on waste management, water quality, conservation and biodiversity is awaiting gazettment.
- It improved community use and ownership of the environment and its resources by awareness training on energy efficiency which culminated in the establishment of the Energy Efficiency Centre. It supported ICIPE in offering training on the sustainable use of forest resources and trained community members in beekeeping in forests. It also supported the implementation of Farmer Field Schools for nearly 20,000 farmers.
- It supported the development and distribution of sustainable energy services to meet household needs. A Comprehensive Energy Atlas was produced, a road map detailing energy requirements and the way forward for priority sectors was developed and a system to track how energy impacts on poverty eradication and sustainable development was undertaken as part of the Millennium Project.
- It domesticated global conventions through project development, launching a National Cleaner Production Network in March 2006, through which 5 major industries began to utilise renewable energy.

**It is recommended that:**

- Participatory forest management strategies should be drawn up in appropriate languages to promote forest value amongst communities
- An environment policy be fast tracked

**Strategic outreach** supported the four programme components and offered policy advice. Its key **achievements** were:

- It improved the capacity for pro-poor planning, budgeting, policymaking and M&E amongst Kenya's decision makers. It focused on the National Human Development Reports and the MDG progress reports, which were circulated to high-level stakeholders.

**It is recommended that:**

- Dialogue and collaboration on MDGs should be increased
- There should be a greater role for government in producing the DCR
- A link should be created between the ODA database and the CPAP
- Duplication of efforts should be avoided
- UNDP should participate in long term planning and support for Kenya's Vision 2030

**Conclusion:**

There have been several lessons learned from the CPAP process so far, including the way UNDP is positioned in supporting the government, the success of technical advisors and UN volunteers, the fact that public-private sector partnerships can often be greater engines of growth and that seed capital helps to stimulate growth when all participants are involved and well coordinated.

At the same time, challenges remain to UNDP, the government and to civil society organizations (CSOs). Amongst other things, the UNDP is in the process of moving from activity orientation to results orientation, which can be disruptive and the sustainability of some initiatives is arguable. For the government, challenges are in service delivery, capacity building, a slow legislative process, delayed funds disbursement, movement of staff and a rigidity regarding the change process. While for CSOs, funding arrangements, weak governance structures, poor networking and coordination and inadequate communication are all major challenges.

Nevertheless, on the positive side, the CPAP is focused on key government issues; Kenya has realized economic growth in the implementation of the ERS; the proposed KJAS and HAC processes are instrumental to future UNDP intervention and positioning; key results have been achieved in the various project components; and the UNDP has been efficient in the mobilization of resources to achieve CPAP targets.

Overall, it is recommended that the UNDP Kenya Country Office should focus on the following:

- Expanded governance mandate
- Capacity development experience in Africa
- In-depth knowledge of the African development context
- The dual roles of coordinator and technical capacity development provider
- Trustworthiness
- Frameworks and tools for capacity development
- Field presence and effective management systems
- And, across the board, gender mainstreaming

Results Based Management (RBM) is essential to success and the Country Office has taken the lead by beginning the process of planning and learning, to be followed by the application and maturity stages of the strategy. In addition, the newly introduced Project Initiation Document (PID) bridges the gap between the CPAP and the AWP in that it covers all aspects of project management, while the AWP is time limited.

It is desirable that the Country Office resource mobilization strategy be integrated into the system, thus generating a cohesiveness into the process. It is also desirable that the government be more supportive to the CPAP, by hastening reforms and identifying issues that have been delayed, especially legislation and financial disbursements. Finally, one would like to see a more frequent evaluation of the UNDP/CSO partnership strategy, including more meetings to clarify expectations and ease transaction arrangements.

### **The Way Forward**

Overall, UNDP should focus on and consolidate the achievements already made in the CPAP, extending projects that have seen success so far, but whose sustainability may be compromised without this consolidation. In addition, UNDP should focus especially on areas in which it has competitive advantage and the UNDP Africa strategy for pro-poor growth should guide the next CPAP.

## **1. INTRODUCTION**

### **1.1. What is a CPAP and why is it necessary?**

In 2004 the UNDP Kenya and the Government of Kenya (GOK) agreed to cooperate on development through the Country Programme Action Plan (CPAP) 2004-2008 to enable Kenya to meet the Millennium Development Goals (MDGs) and the commitments of United Nations Conventions<sup>1</sup>. The CPAP is based on development challenges identified in the UN Common Country Assessment (CCA) 2001 and the UN response, as outlined in the United Nations Development Assistance Framework (UNDAF) 2004-2008, which also takes account of lessons learned from the previous country cooperation framework experience of 1999-2003.

The CPAP aims to support the government as reflected in the Poverty Reduction Strategy Paper (PRSP) 2001-2004, the National Development Plan (2002-2008), the NARC Government Manifesto, and the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) (2003-2007). The development interventions are aligned to four major programme components: opportunities, empowerment, security, and sustainability.

### **1.2. How is CPAP monitored?**

The CPAP provides for a continuous M&E plan that includes annual programme reviews and quarterly reports, the principle being that M&E ensures that both UNDP and the government efficiently utilise programme resources and guarantee accountability, transparency and probity. The M&E activities in the CPAP are based on the UNDAF results matrix and M&E plan and the process is participatory. The purposes of participatory M&E<sup>2</sup> are four fold:

- To build the capacity of programme stakeholders to reflect, analyse, propose solutions and take action.
- To learn, adjust and take action to ensure the achievement of results.
- To provide accountability at all levels to those responsible for the implementation and funding of the projects.
- To celebrate and build on what is working.

### **1.3. Why a mid-term review?**

The mid-term review (MTR) has been commissioned by the UNDP to assess the implementation of CPAP so far, including achievements and results, shortcomings and lessons learned, possible improvements and opportunities, and where necessary, to recommend mid-course adjustments to improve programme performance and increase sustainable development impacts and benefits. The findings would also inform the UNDAF MTR. Specifically the MTR is to examine performance under the following terms:

- Development impact and sustainability of that impact
- Relevance to the MDGs, the ERS and the PRSP and other development commitments
- Positioning within the development community
- Efficiency and effectiveness in delivering intended outputs and outcomes through annual targets that track progress
- Key results achieved against outputs/objectives during 2004-2006
- Lessons learned and their consequences for the UNDP dialogue with the Kenya Joint Assistance Strategy (KJAS)
- Analysis of the comparative advantage of UNDP in supporting reforms
- Enlisting the main challenges

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<sup>1</sup> The UNDP and GOK CPAP 2004-2008

<sup>2</sup> See Françoise Coupal, Results Based Participatory M&E July 2001

## **1.4. Methodology of the MTR**

The overall approach towards the MTR is based on close consultations with UNDP country office staff, the GOK coordinating authority and the implementing partners (IPs). A detailed review of the UNDP CPAP implementation was undertaken through examination of the annual work plans (AWPs) of various components. The results of the Outcome Evaluation Report<sup>3</sup> acted as key reference point in areas that had been covered under the outcome evaluation exercise (empowerment partially, MDGs and strategic outreach). The relevant findings of the Outcome Evaluation have been incorporated into this MTR report. The report of the UNDP CPAP Technical Review<sup>4</sup> meeting also served as a key source of information, as did the 2004 Annual Programme Review. A field visit to Garissa security projects was undertaken and interview sessions were conducted with various IPs, including project beneficiaries. Finally, a document review of major programming tools that informed the current CPAP, and those that will inform the future cooperation between UNDP, the government and other donor partners, was undertaken. A detailed list of these documents has been provided in Annex E.

## **1.5. Organisation of the MTR**

The report provides a general background to the MTR, including an analysis of the changing socio-economic and aid environment in Kenya. Then it analyses the repositioning of UNDP strategy within the harmonisation, alignment and coordination (HAC) framework and the programming tools that have shaped the UNDP interventions in Kenya. Assessment of the CPAP results is based on a number of factors:

- overall contribution to the ERS and MDGs
- key achievements  
challenges and corrective action
- analysis of the overall management of the programme
- finally, conclusions have been drawn and recommendations made

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<sup>3</sup> UNDP CPAP Outcome Evaluation November 2006

<sup>4</sup> UNDP CPAP Technical Review Meeting September 2006

## **2. BACKGROUND TO THE KENYA CPAP**

### **Kenya's changing economic and social scenario**

#### **Macro-economic**

Kenya has made significant progress since the launch of the ERSWEC. The government has shown considerable commitment to uplifting the country from decades of malpractice, corruption, and stagnation. Indeed, the current government took over an economy with an average economic growth rate of 1.5% (1997-2002) increasing it to 6% by 2006. A number of reasons have inhibited more robust growth, including a low completion rate of major development projects due to several factors: weak public sector implementation capacity, the slow pace of reforms, governance problems, business and investment uncertainties, and adverse climatic conditions that hamper the performance of the agriculture and manufacturing sectors<sup>5</sup>.

#### **Inequality**

The annual progress report 2004-2005 of the Economic Recovery Strategy (ERS) indicated that there are still high inequalities of income in Kenya. Earlier estimates showed that the poorest 20% of the population received only 6% of the national income, while the richest 20% took almost half. The country awaits the publication of the latest Kenya Integrated Household Survey but statistics from the Central Bureau of Statistics (CBS) indicate disparities in poverty across the country, with the poorest rural areas in Nyanza province experiencing a mean headcount of 65% living below the poverty line, while Central Kenya has only 35%. Meanwhile, current national poverty levels are estimated at 56%.

#### **Governance**

Kenya has made considerable progress in the area of governance, evident in efforts to fight corruption, improved management of public resources, government reforms and decentralisation. The fight against corruption has been through the creation of key institutions and a public sensitisation and awareness campaign. Key reforms include performance contracting and the rapid results initiative; decentralisation efforts have been made with the introduction of the Constituency Development Fund (CDF); and local government reforms in the management of the Local Authorities Trust Fund (LATF). In addition, the budgeting process has been made available to public and stakeholder scrutiny through programmes such as Integrated Financial Management Information Systems (IFMIS), the Public Expenditure Review (PER) and Public Expenditure Tracking Systems (PETS).

The key challenges remain: public safety and security, constitutional development, the quality of government and public legal services, the capacity for effective leadership, management and coordination of change, and improved accountability and transparency in the management of public resources.

### **Other issues of development concern**

#### **Monitoring and Evaluation (M&E)**

The country has made substantial progress in establishing a National Monitoring and Evaluation system (NIMES) that has enabled the production of the ERS Annual Progress Review (APR). However, the system still faces challenges of information flow and the availability of disaggregated statistics for decision-making, thus creating an opportunity for support from development partners. A working M&E system would be able to report on implementation of government development programmes. To augment this capacity, UNDP, in collaboration with other development partners, has supported the engagement of advisors in the Ministry of Planning and National Development (MOPND) to enable socio-economic and aid assistance changes to be tracked, accompanied by enhanced policy dialogue.

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<sup>5</sup> Kenya development cooperation report 2005

**Millennium Development Goals (MDGs)**

Kenya is committed to the Millennium Declaration and is among those countries that have committed to the Millennium Projects in Africa. Achievement of the MDGs is crucial to ensure that poverty and inequality are addressed in the development process. The realisation of the MDGs remains uncertain, indicated by the Kenya MDGs Status Report 2005. Achievements have been gained in the health and education sectors, but increased household poverty levels are a major challenge. Achievement of MDGs will only be accomplished if there are strong institutions to spearhead service provision in the social sector. To assist in this area, UNDP has supported the production of progress reports, needs assessments and capacity building for tracking MDGs.

**Information, education, and communication (IEC)**

Information and communication are vital to elevate Kenya to higher levels of progress. The government has instituted several reforms including the creation of the Ministry of Information and Communication. However, the flow of information within the government is not adequately coordinated and there is a need for an IEC strategy, which is being addressed through support to E-government.

IEC is an empowering mechanism in ensuring service delivery and facilitating government dialogue, both internally and externally. However, this is not completely possible without a freedom of information policy and accompanying legislation.



### **3. TOOLS AND REFORMS: THE BIGGER PICTURE**

#### **3.1. The UN Common Country Assessment (CCA) 2001**

The 2001 CCA for Kenya was the second joint assessment of the Kenyan development situation by the UN agencies represented in the country. The purpose was to identify key development challenges, gaps and priorities that deserved new or continued support from the UN.<sup>6</sup> The 2001 CCA benefited from in-depth analysis and consultations by the UN Systems, the GOK, civil society organisations (CSOs) and bi-lateral and multi-lateral donors. It reflected a common analysis of trends and priorities that served as a basis for promoting UN system-wide collaboration and assistance to Kenya. It was underpinned by the government's PRSP, and thus had a direct focus on poverty reduction.

The five key issues that merited special focus under the CCA were:

- Maternal and child health. Figures from 1998 showed maternal mortality rate (MMR) at 590-650 per 100,000, under-5 mortality at 105 per 1000 and infant mortality rate at 71 per 1000.
- Access to basic education, which had deteriorated from 80% in 1990 to 76.5% in 1997. Gross enrolment rates in rural areas had significantly reduced.
- High rates of HIV/AIDS prevalence with the adult rate at 13.5%.
- Degradation of natural resources due to a high population growth rate and increased industrialisation.
- Increasing frequency and severity of man-made and natural disasters.
- Degradation of natural resources.

The following underlying action priority areas were identified:

- to expand opportunities
- to secure empowerment
- to guarantee security

The CCA formed an essential first step for effective formulation of the UNDAF.

#### **3.2. The United Nations Development Assistance Framework (UNDAF) 2004-2008**

The UNDAF is the management tool for coordinating UN Systems development assistance to Kenya in response to the issues identified in the CCA.<sup>7</sup> It enables UN agencies to work together on Kenya's national development priorities, creating greater efficiency and impact.

In the 2004-2008 UNDAF, the UN identified the following four priority areas of intervention:

- Promotion of good governance and the realisation of rights.
- Reduction of poverty, HIV/AIDS, malaria and TB and their associated socio-economic impact.
- Strengthening of national and grassroots systems for emergency preparedness, encompassing prevention, response and mitigation.
- Promotion of sustainable livelihoods and protection of the environment.

The three crosscutting themes identified were: gender; population and development; research and information.

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<sup>6</sup> The UN CCA 2001

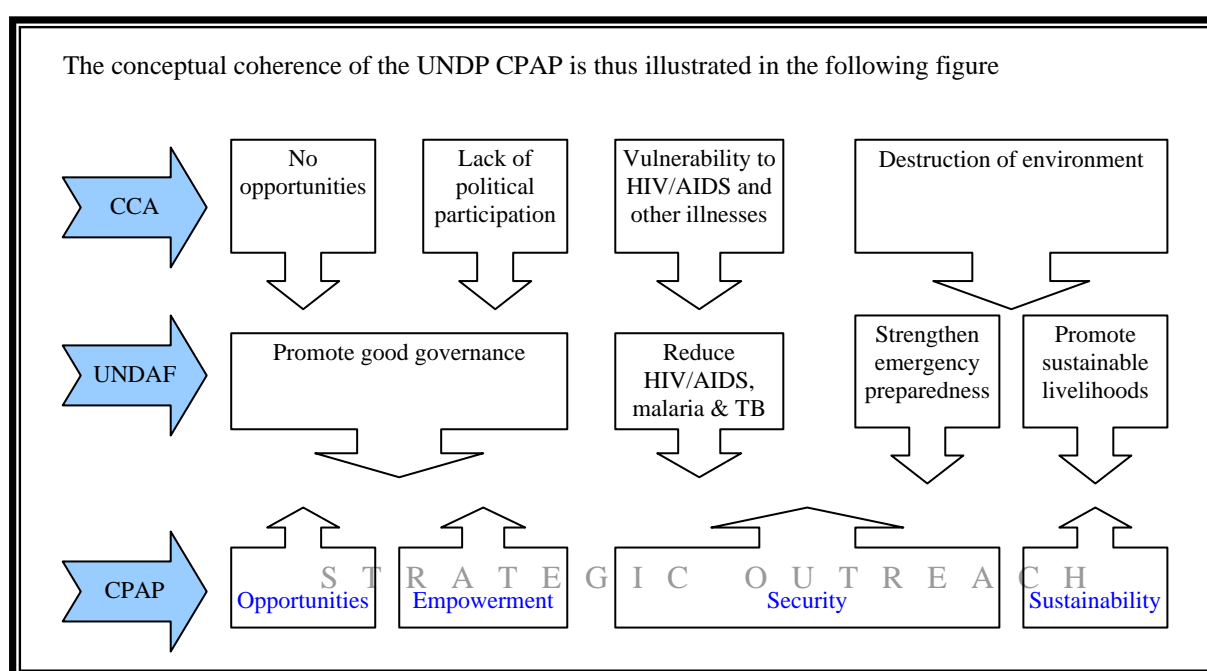
<sup>7</sup> The UNDAF 2004-2008

### 3.3. The UNDP-GOK CPAP 2004-2008

The CPAP identified four main areas of cooperation for the five-year period 2004-2008, all supported by strategic outreach.

- opportunities
- empowerment
- security
- sustainability

These priorities are in turn organised by outcomes, which are further translated into desired outputs and specific targets. The CPAP therefore is anchored to a results framework, providing for equal partnership and collaboration in project implementation, with IPs taking full responsibility for their actions. Implementation is achieved through Annual Work Plans (AWPs).



### 3.4. Annual Work Plans (AWPs)

In implementing the CPAP, AWP's translate outputs (for which UNDP is directly accountable) into activities, and outline the success indicators and inputs required for implementation.

The current AWP's are process oriented, linking indicators of success to achievement of activities. This is positive in terms of monitoring, in that project officers can follow the resources allocated to each activity, and determine whether the activities have been successfully implemented as planned. Process orientation leads to a focus on results (outputs) as the M&E processes are based on assessing the completion of activities. Since there are no clear output indicators, it is sometimes difficult to assess whether the completed activities translate in terms of outputs.

A majority of IPs interviewed, especially those in the CSO fraternity and private sector, expressed a desire for a one to two year extension of the AWP's in order to consolidate gains made. They believe that the one-year period is too short to see most projects through, although for some projects it is

sufficient. However, the 12-month timeframe allows UNDP to assess the performance of IPs and make changes if necessary.

### **3.5. The Changing UN development policy framework**

#### **UN Delivering as One: the global perspective**

A 2006 report of the UN Secretary General High Level Panel, entitled ‘Delivering as One’ reflects a UN reform agenda to act and deliver as one to achieve more effective development and a consolidated response by the six participating bodies<sup>8</sup>. The unfolding initiative proposes a framework through which the agencies and programmes can work as one team, eliminating fragmentation and duplication of efforts.

The initiative proposes one set of common management practices aligning them with the recipient government’s existing system, and simplifying business processes to reduce transaction costs for that government’s key development partners.

The ‘One UN’ team recognised that the UN plays a crucial role in articulating the MDGs by supporting governments in the implementation of their national plans. The team acknowledged that despite its unique status and universality of membership, the UN needed significant reforms to enable it to focus on results and to meet the needs of the poorest and most vulnerable.

Delivering as One was central to the report and the following recommendations were made with regard to following five strategic directions:

- Cohesion and consolidation of UN activities at all levels, in line with the principle of country ownership.
- Establishment of appropriate governance, managerial and funding mechanisms to support the above, linking performance and results to funding.
- Overhaul business practices of the UN system to ensure focus on outcomes that respond to needs and results measured against the MDGs.
- Ensuring further opportunities for consolidation and effective delivery of ‘One UN’ through an in-depth review.
- Implementation, though urgent, should be well planned so as not to compromise permanent and effective change.

#### **UNDP Regional Bureau for Africa (RBA) strategy**

In line with the movement towards One UN, UNDP Africa is rolling out a new strategy that commits UNDP resources in the Africa region to capacity development for pro-poor growth and accountability (CD-PGA). It includes achieving the MDGs, and devising an appropriate region-wide partnership and resource mobilisation plan to implement the strategy.

The new strategic direction requires UNDP to transform itself into an agency that can deliver development support in an effective, results-oriented, MDG focused manner. Strategic programme and operational changes include:

- Aligning UNDP activities with national development goals and priorities.
- Situating UNDP programmes within the framework of capacity development for pro-poor growth and accountability.
- Strengthening coordination through the Resident Coordinator System to facilitate joint UN activities.

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<sup>8</sup> UNICEF, UNDP, UNFPA, UNIFEM, UNV and UNAIDS

Guided by the MDGs and the Paris Declaration, future UNDP programmes need to be aligned with national development frameworks and based on the principles of national ownership, mutual accountability and partnerships with government and other development stakeholders.

**Future UNDP strategy in Africa should ensure that<sup>9</sup>:**

- National development and poverty reduction strategies reflect locally determined MDG targets.
- National strategies include inputs from local government, private sector, communities and CSOs including women's organisations.
- National strategies have an institutionalised framework that supports all participants in priority setting, monitoring and implementation.
- Local authorities, CSOs and the private sector work together to set local development targets and indicators and prepare credible plans and reports that form the basis of MDG reports and poverty reduction strategies.
- Local partners and communities fully participate in the implementation, monitoring and evaluation of community development plans in ways that enable them to move forward and be self-reliant.

### **3.6. Harmonisation, alignment and coordination (HAC)**

There are a number of initiatives on-going in Kenya in line with the principles of the Paris (2005) and Rome (2003) Declarations on Aid Effectiveness, including support to the External Resources Department (ERD) in the MOF, that culminated in the development of the draft Kenya External Resources Policy (KERP) and championed efforts for the Kenya Joint Assistance Strategy (KJAS).

#### **The Draft Kenya External Resources Policy**

The KERP is at a draft stage. It aims to define the modalities of guiding the country's development partnership agreement, the designation of priority areas of ODA, and the preferred modalities in development project implementation. Through the KERP, the GOK intends to combine ODA with additional public and private domestic savings, foreign direct investment (FDI) and portfolio investment, to levels consistent with high rates of economic growth, necessary to make Kenya a middle-income, rapidly industrialising country as envisioned in the on-going 'Vision 2030' plan. This plan envisions a country devoid of mass poverty that offers a high quality of life to its citizens.

The strategy involves raising efficiency in the use of investments, which in part entails using ODA as a trigger to pull together gross investment in other streams - human resources, governance, reforms, remittances, privatisation, concession and FDI. KERP lays strong emphasis on government ownership of resources and a high ODA absorption capacity and proposes major reforms in ODA negotiations and management under the HAC framework.

The current challenges that Kenya faces in harnessing maximum gains from ODA include an inadequate organisational framework for negotiation and utilization of ODA, a low absorptive capacity of ODA, low aid predictability and inadequate monitoring and evaluation.

#### **The Kenya Joint Assistance Strategy**

The KJAS is a simplifying and harmonising tool providing a draft core strategy for 16 development partners<sup>10</sup> that is complementary to KERP. It specifies ways for future development partners to

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<sup>9</sup> From the Remarks of Ms. Elizabeth Lwanga, current Resident Representative UNDP Kenya, at the launching ceremony for the publication 'Towards MDG Localisation in Africa-Options and Experiences' September 2006

<sup>10</sup> Canada, Denmark, the European Commission (EC), Finland, France, Germany, Italy, Japan, the Netherlands, Norway, Spain, Sweden, the United Kingdom, the United States, the United Nations and the World Bank Group

collaborate with the GOK and focuses attention on the major development challenges facing Kenya today:

- To significantly reduce corruption and improve public sector management.
- To create an infrastructure that serves as a platform for growth in Kenya and throughout East Africa.
- To substantially improve the delivery of basic services (health, education, water and sanitation).
- To encourage private sector development and promote sound management of land, soils, forests, pastures, wildlife, water resources and fisheries.

The underlying principle behind the strategy is partnership between government, donor partners and non-state actors. KJAS is meant to replace development partners' strategies, (with their own documents being included as short annexes). The four pillars of the strategy are:

- encouraging economic growth
- investing in people
- reducing poverty and vulnerability
- strengthening institutions and improving governance

## UNDP and the KJAS

Working under KJAS implies that the donor community will be following a common strategy on development assistance to the government, thus advancing the Paris consensus on simplification and harmonization.

The KJAS is centered on three principles consistent with those articulated in the Paris declaration:

- *Supporting implementation of a country-owned and government-led strategy to improve social well-being and achieve the MDGs.* UNDP is already doing this as is illustrated in the conceptual coherence of CPAP which is anchored to the ERS and MDGs.
- *Collaborating more effectively with development partners and the government.* UNDP has made significant steps in this direction, including managing basket funds for the government reform programme, and participating in the draft KJAS. UNDP, and other UN agencies, will need to streamline their work more and identify areas where they have competitive advantage. While implementing the CPAP, UNDP has, in some cases, aligned its funding calendar to suit that of the GOK. However, as observed during the technical review, alignment of financial disbursements remains a big challenge that UNDP and GOK need to work on. UNDP has also made significant steps to facilitate overall ODA tracking, monitoring and reporting in Kenya, by supporting the MOF ERD and the establishment of an ODA database.
- *Focusing on results and outcomes (including managing resources, improving decision making for results and strengthening M&E systems).* UNDP has initiated steps in this area through the Results Based Management (RBM) strategy. Indeed the overarching focus on results by the wider donor community and specifically by the GOK, implies that UNDP strengthens the RBM approach and internalises the results focus.

In the draft KJAS, UNDP has identified the following areas for further collaboration:

- Promoting economic growth through intervention in private sector development.
- Reducing poverty and vulnerability through intervention in the environment, arid and semi-arid land areas and slum upgrading.

- Strengthening institutions of governance through interventions in Governance Justice Law and Order (GJLO), public service reform, civic education, civil society, the electoral process, statistics and monitoring and evaluation.

Overall UNDP is also supporting the HAC Secretariat, a clear indicator of the organisation's commitment to honour the Paris Declaration. However, the UN and UNDP need to undertake further work to position itself with respect to the KJAS and should take a more prominent role within the wider development partner community.



## 4. THE REVIEW

### 4.1. What did the CPAP contribute to the IP-ERS and MDGs?

The CPAP has supported Kenya's gains in all five pillars of the ERS. In line with rapid growth and macro-economic stability, UNDP's expanded opportunities component has facilitated the production of policies that enhance productivity and investment. These include activities in the capital markets, small and medium size enterprises (SMEs) and internal and external trade promotions.

Rehabilitation and expansion of infrastructure has taken place through support to the labour intensive highway construction, which has also contributed to employment creation. Several projects supported investment in human capital such as that in HIV/AIDS interventions at the work place, in collaboration with the Federation of Kenya Employers.

Projects initiated to support the strengthening of governance through the empowerment component include assistance to key institutions such as the Kenya Anti Corruption Commission (KACC), the Public Sector Development and Reform Secretariat, the MOPND and the MOF. In response to revitalisation of productive sectors, UNDP through the sustainability component, supported initiatives such as Farmer Field Schools and the sustainable use of energy

Recent reports on MDGs indicate that Kenya still has challenges that prevent it from realising the MDGs by 2015, the most critical being high human poverty, levels of inequality, vulnerability to natural disasters (hence high food insecurity) and the human security threat of HIV/AIDS.

Although the current CPAP does not have specific outcomes related to MDGs, UNDP's focus has been through developing technical capacity at all levels and across all sectors of government. These include:

- Undertaking a national MDG needs assessment and costing exercise.
- Developing national MDG based long-term and medium action plans.
- Improving capacities for mainstreaming MDGs into national planning and policy formulation processes.
- Establishing MDG reporting and tracking systems.
- Undertaking policy research, analysis and advocacy.
- Building capacities of local level actors for effective participation in the MDG/ERS processes, focusing on CSOs and local authorities.

#### A MILLENNIUM VILLAGE IN KENYA

The Millennium Villages project is an experiment aimed at lifting African villages out of the poverty trap through low-cost and community led interventions. It is premised on the belief that investment of \$110 per person over five years can significantly transform the lives of the rural poor. Seventy eight Millennium Villages have been established in African countries since 2005 by Prof. Jeffrey Sachs.

Bar Sauri village, in Siaya District, Nyanza province is one such village. The interventions brought to this village of about 5000 inhabitants include hybrid maize seeds, fertilizer, bed nets, school meals and a village truck. Relevant training was also delivered to the community. The annual costs of the interventions were quoted at US\$ 75-100 per capita.

Though the interventions came from outside, the work was carried out by members of the community. The maize production in the locality grew three and half times the previous production and the farmers formed an association to avoid losses incurred by selling to middlemen. The results are that community members can now take care of their other needs as they have diversified their production to other cash crops. The success of the Bar Sauri village can be accredited to UNDP support in raising awareness on MDGs and the cooperation the UNDP and the GOK gave to Prof. Sachs and his team.

## 4.2. The Specific CPAP Components

### 4.2.1 Opportunities

The opportunities component of CPAP aims to achieve expanded opportunities for sustainable production and income diversification. The component has been successful in enhancing policy frameworks for building institutional and human capacities for participation in local, regional and global trade with a pro-poor focus, and for the creation of employment and increasing social security with regard to SMEs.

#### *Key achievements*

#### **1. *Enhanced policy framework and institutional and human capacities to participate in local, regional and global trade with a pro-poor focus.***

Several activities were carried out through KEPSA to promote public-private sector partnerships. Support by UNDP enabled KEPSA to be recognised as the umbrella body for the private sector. KEPSA has established several ministerial stakeholder forums and also contributes to the NESC.

A report on the current status of the Competition Policy and Law was submitted to the MOF in April 2005, leading to the appointment of a task force to monitor the changes prescribed in the UNDP commissioned report.

UNDP sponsored the participation of the Investment Promotion Centre staff in the World Associations of Investment Promotion Agencies in Uganda, Ghana and South Africa.

In collaboration with Kenya Capital Markets Authority (CMA), UNDP drafted a bill on capital ventures and presented it to the government for approval. Ardent efforts were made to diversify stocks with CMA, resulting in a considerable increase in the number of listed companies.

The Global Compact (GC) was launched in 2005. Eleven companies signed their participation to the GC, ten Growing Sustainable Business (GSB) projects were endorsed and seven are active.

Through the good results and the coordination of all the UNDP projects targeting the Public Private Partnership, the President has established a Public-Private Platform for discussion of the key policy issues related to Private Sector development and in general the all development agenda for the Country.

#### **2. *Foreign Direct Investment (FDI) Enhanced***

UNDP commissioned UNCTAD to carry out a review of the Investment Law and Policy in a bid to enhance FDI. The study informed the amendment of the Investment Promotion Bill that was signed into law in December 2004.

In August 2006 Kenya was rated by Standards and Poors (one of the major credit rating agencies) with a B+ credit rating. The rating provided the benchmark for future assessment of the financial and economic management capability of the current and future governments. It is also expected to provide confidence to both foreign and local investors, thus increasing investment.

**3. *Enhanced competitiveness of exporters and small-scale producers, manufacturers and service providers through the reinforcement of export value chains in selected product sub-sectors***

The Export Promotion Council was contracted to conduct a feasibility study of possible linkages between fruit juice processors and local mango producers. The report provided the necessary facts to guide future engagements.

An overview of the apiculture sub-sectors was successfully completed and a pilot demonstration centre (for honey processing) set up in Kibwezi where 5 trainers and 60 apiculture farmers have been trained. The UNDP/UNIDO honey project further gave the Department of Horticulture the basic information management equipment as part of capacity building. A system was established to provide small-holder farmers with mechanised services in six districts in order to increase agricultural productivity and reduce food insecurity.

Two telecentres were established under the ICT project, one each in Kisii town and Tabaka, to support soapstone exports, increasing direct sales by 50%.

**4. *Development and implementation of stronger linkages between the formal and informal sector***

In 2005, the MOF, MOPND and the Central Bank of Kenya supported the Global Micro-entrepreneurship Awards and the International Year of Micro-credit awards. This project aimed at promoting micro-finance and credit as important ingredients in micro and small enterprise start up and growth. Over 33 micro-finance institutions and over 100 micro enterprises participated in the awareness campaigns.

To support entrepreneurship development and the growth of indigenous enterprise, especially the *jua kali* (informal) sector, three vocational training centres were identified and supported and two of them are fully operational. The centres have upgraded skills of 160 trainees in metal works, auto mechanics and textiles. Thirty-four trainees were attached to various industries. Moreover, a National Policy for Youth Polytechnics and Vocational Training Institutions were developed and endorsed by Ministry of Youth Affairs (MOYA); criteria for a model youth polytechnic were developed and curricula for 13 trades were revised in collaboration with KIE.

**5. *Strategies for employment creation developed and implemented.***

A Youth Employment Scheme Micro and Small Enterprise (YES-MSE) Programme, whose main goal is to enhance the entrepreneurial capacity of Kenyan youth and have more youth join the MSE sector as an alternative to formal jobs, was developed, piloted and launched. Ninety-seven young people were trained on business skills and entrepreneurship development and enterprise advisory services.

The unit also supported the agribusiness sector. In November 2006 50 tractors were purchased for the Kenyan Government to be utilized to lower the cost of land preparation to smallholder farmers in rural areas aiming to reduce food insecurity. This project was funded by both the Italian government and UNDP. The President launched the project, which is implemented by the Agricultural Development Corporation (ADC) under the general guidance of Ministry of Agriculture in December 2006.

**6. *Strategies aiming at increasing social security within the SME sector developed and implemented***

No project was reviewed related to this outcome

## ***Main Challenges***

- Institutional changes within government.
- Strong external interest in the area of growing businesses.
- Lack of technical skills in the area of local credit rating.
- Delays in initiating projects.
- Lack of funds for private sector development initiatives.

## ***Recommendations***

- Continuous lobbying for government support.
- Training and adapting to a changing global market.
- Capacity building in the area of credit rating.
- Enhanced management arrangements so that projects are initiated on time.
- Fundraising strategy to be developed.

### **4.2.2. Empowerment**

The empowerment component works to enhance the capacities of key national and local governance institutions. It supports initiatives that improve efficiency, effectiveness, transparency and accountability in key institutions. It also ensures equity in the delivery of public services, as well as strengthened capacity for decentralized and participatory development. Finally, it focuses on the promotion of human rights, access to justice and the rule of law.

## ***Key achievements***

### ***1. Strengthen capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability.***

Several projects have been implemented under this component. Key among them has been the collaboration between UNDP and the NEPAD/APRM Secretariat from 2004, to strengthen the national structures for the implementation of the Africa Peer Review Mechanism (APRM) process. Support included strengthening the capacity of the Secretariat through technical support, and additionally strategic input from country office staff. The APRM process culminated in the production of the APRM Kenya Country Assessment Report, which was tabled by H.E. the President, at the Heads of State meeting in Banjul Gambia in July 2006. Support to the GOK has also enabled it to be a champion of the NEPAD APRM process in the region. The APRM process has enhanced participation and understanding of Kenya's development process within the public, civil society and the private sector.

Another key achievement is the support to the Public Service Reform Programme, implemented by the Public Service Reform and Development Secretariat (PSRDS), in the Office of the President. PSRDS was established to spearhead the institutionalization of Results Based Management in the Public Service and to coordinate related Public Service Reforms. Through the PSRDS led reform programme, significant progress has been made in institutionalizing Results Based Management, resulting in a greater focus by the public service on achieving targeted results for Kenyans. UNDP supported the establishment of the PSRDS and has been instrumental in building the capacity of the secretariat to facilitate the achievement of the reform objectives.

Together with other partners, UNDP is supporting the Ministry of Finance in strengthening the public financial management system. Support includes strengthening the capacity to effectively monitor economic reform and undertake policy analysis and design for sustainable growth. Also on enhancing the capacity of the External Resources Department (ERD) to effectively and pro-actively intermediate between aid recipients and aid providers and in the process to have oversight, facilitate, co-ordinate, monitor and increase disbursement rates for donor inflows, and

its alignment to national policies and development priorities . This facilitates the capturing and dissemination to donors and the government of comprehensive and readily accessible information regarding utilization of development assistance flows. Support has been extended to the development of the draft Kenya External Resources Policy which is awaiting enactment. This policy will increase government capacity to deal effectively with ODA.

UNDP has supported the Kenya Anti Corruption Commission in increasing awareness, debate and action to tackle corruption through the Training Advocacy Research and Governance (TRAG) Programme which training is conducted in collaboration with Egerton University. This training is for public service officials and members of civil society and empowers the officials to deal with corruption within their places of work and society at large.

UNDP has been working closely with the Ministry of Planning and National Development in providing technical support to the government in the implementation of the Economic Recovery Strategy (ERS) which aims to reduce poverty and implement equity. UNDP is working closely with the Ministry in implementing a programme of support for ERSII and Vision 2030. UNDP supported the establishment of the National Economic and Social Council (NESC) in 2004, whose mandate is to serve as a consultative and advisory institution, receiving and filtering policy recommendations from the public and advising and providing recommendations to the government accordingly in the interest of advancing the country's economic and social development. Through provision of technical assistance to the Ministry, the government has developed a comprehensive Kenya National Monitoring & Evaluation System (NIMES) for M&E. M&E support has enabled the government to monitor progress on the IP-ERS and MDGs, and an M&E department under the MOPND, together with a district monitoring and evaluation framework has been established. So far 31 indicators have been developed for ERS and MDG monitoring purposes.

UNDP through the joint UN Development Group (UNDG) has been supporting the Central Bureau of Statistics (CBS) on enhancing statistical literacy towards attainment of the MDGs. A key component of the joint UNDG programme was support towards the 'Kenya Integrated Household Budget Survey' in 2005/6. The KIHBS was motivated by the Government's commitment to the principles of evidence based policy making as well as the need for current statistics on poverty, consumption patterns and living standards in Kenya.

Majority of Kenya's population are youth and thus national policies and plans should be developed to nurture this resource. UNDP has been working closely with the Ministry of Youth Affairs to strengthen the capacity of the Ministry to implement its strategy for youth empowerment. UNDP also supported the hosting of the Youth Employment Summit in 2006. Additionally, technical and capacity building support is extended to NGOs that promote youth issues.

UNDP has been working closely with the Directorate of E-Government in the Office of the President, in the development and implementation of the E-Government Strategy and implementation of the Strategy has been undertaken in seven key Ministries. In addition E-Government Strategy sensitization and awareness creation continues to be conducted at local levels, and the development of E-Transaction legislation is underway.

## **2. *Promotion of a culture of constitutionalism***

UNDP support for the national referendum process in 2005 was another successful achievement. Civic education programmes prior to the referendum, contributed to an informed electorate, with high voter turnout and minimal cases of violence. The draft constitution was disseminated widely across the country. It is commendable that the voter turn out was high, there were no major incidences of violence and the voting was generally free and fair, and ultimately the Government accepted the results of the referendum. Following the referendum result, the process of enacting a

new constitution in Kenya has been fraught with complications and efforts to jumpstart the process encountering various challenges.

### **3. *Strengthen national capacity for the administration of justice and promotion of rights***

Several collaborative efforts with CSOs have seen programmes implemented regarding access to justice and human rights. These include support in ensuring that disability issues are mainstreamed in national development: In fact, UNDP carried out activities to hasten the implementation of the Disability Act 2003. However progress is slow because of lack of enactment of rules and regulations necessary to facilitate the implementation of the Act. Technical support has been provided to the National Council for Persons with Disabilities through a UNV legal advisor to facilitate the process of formulation of the rules and regulations. Other activities included material support to United Disabled Empowerment Kenya, through ICT materials that offer training countrywide for persons with disabilities.

UNDP has supported the Ministry of Justice and Constitutional Affairs and the Kenya National Commission on Human Rights (KNCHR) in the development of a National Policy and Action Plan on Human Rights, which will be used to monitor Kenya's progress on, and the government's adherence to its human rights obligations.

UNDP has piloted in Kenya one of two global projects (the other being Ecuador) targeting exclusive promotion of the rights of indigenous peoples in line with the second working decade of the UN on the rights of indigenous people. Indigenous people's issues are now being deeply considered in the formulation of the National Policy and Action Plan on Human Rights.

Other achievements were Human Rights Education (HRE) and paralegal training resulting in the creation of regional paralegal networks, small disputes courts, and reforms in the judicial system. These were mainly in collaboration with the International Commission of Jurists, the Legal Resources Foundation and KNCHR.

### **4. *Strengthen capacity for promoting decentralized and participatory planning***

Also included in the empowerment component is the UNVIS project in eight districts<sup>11</sup> which aims at strengthening capacity for decentralized and participatory development at local level. The project has established District Information and Documentation Centres in the 8 districts and undertakes training on improved service delivery, capacity building on ICT, monitoring and evaluation using a socio-economic database. UNDP and the Ministry of Planning and National Development are utilizing the UNVIS framework to implement joint inter-departmental MDG activities in the eight districts.

Action Aid, which is an Implementing Partner, is implementing a project to enhance public policy on poverty reduction, aimed at reducing social, economic and political inequalities in Kenya. Regional training has been carried out to enable communities to understand poverty issues at their level.

### **5. *Enhance capacity for effective gender mainstreaming in programmes and policies***

UNDP provided financial support to UNIFEM to implement a project for the development and adoption of gender mainstreaming guidelines and indicators, which resulted in support to the government to establish the Gender Commission, and culminated in the elevation of the gender division to a department within the Ministry of Gender.

UNDP has supported capacity building of the Police Department. This has included support to the establishment of desks within Police Stations to deal with cases of gender violence.

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<sup>11</sup> Bondo, Bungoma, Garissa, Kilifi, Meru South, Muranga, Suba and Turkana



In order to effectively implement gender mainstreaming in all its programmes, UNDP is undertaking a series of training workshops for staff members on gender mainstreaming.

### ***Main Challenges***

- Implementation of reforms is a long term, complicated, sensitive and resource intensive process and therefore some key results will take time to be realized;
- Ensuring the sustainability of projects with a capacity building element is critical;
- Gender mainstreaming has not been an integral part of project development in UNDP.
- Disability issues have not been taken as mainstream in the development agenda in Kenya

### ***Recommendations***

- The government should be supported to deliver on the various ongoing reforms. Reforms must be institutionalized, so as to achieve promotion of accountability and transparency, and efficiency and effectiveness in public service delivery.
- The element of sustainability must be addressed from the outset of a project in close consultation with the government and other key stakeholders. Projects should be reviewed regularly to ensure sustainability issues are addressed.
- UNDP must embark on training on gender mainstreaming and gender responsive programming;
- The 2006 UN Convention on Persons with Disabilities provided a catalyst to mainstream disability issues as a development agenda. UNDP will continue to support the Government and civil society in addressing issues of persons with disabilities.
- Due to its neutrality and experience, UNDP may support the Government and the people of Kenya in the process of national reconciliation towards achieving a new Constitution for Kenya.

### **4.2.3. Security**

The security component aims to reduce further spread of HIV/AIDS as well as improve the quality of life of those affected and infected, while strengthening the capacity to design, implement, monitor and evaluate HIV/AIDS programmes. It also aims to mitigate the impact of natural and man-made disasters and other insecurities, especially on the lives of the poor.

### ***Key achievements***

#### ***1. Enhance political awareness of HIV/AIDS and increased community ownership of the planning, implementation and monitoring of HIV/AIDS programmes***

Sixty per cent of local government officials and 110 MPs were trained on HIV/AIDS. Leadership training guidelines were developed and used for training at the constituency level. An IEC sub-committee at the National Aids Control Council is monitoring progress on IEC materials for HIV/AIDS.

#### ***2. Impact mitigation***

Data collection was collated for the documentation and analysis of GIS information to sensitise key stakeholders in their responses to HIV/AIDS. A booklet on best practices was also prepared for community based HIV/AIDS interventions. Various types of community level support for PLWHAs (people living with HIV/AIDS) and OVCs (orphaned and vulnerable children) have been undertaken in Busia and Siaya districts. Work with the

Federation of Kenya Employers has continued to support the implementation of a workplace policy on HIV/AIDS countrywide.

**3. *Increase capacity for effective and efficient disaster prevention and management at all levels***

A contingency planning tool was developed, and training undertaken for various government officials in the area of disaster preparedness and management. This was mainly in collaboration with UNICEF and FAO in disaster prone districts.

**4. *Increase capacity for conflict management and reduction of small arms proliferation.***

Several activities were initiated in conflict prone areas of the country, mainly in the ASAL districts, to reduce conflicts, and improve livelihoods. The production of a draft policy on peace-building and a small arms project are major achievements. Projects within host communities in the areas neighbouring refugee camps saw the implementation of income generating activities, water and education projects.

***Main Challenges***

- Resources for GIS mapping are limited
- The data sources for HIV/AIDS are not disaggregated by gender.
- A lack of policy on disaster management affects consistency in planning and management of disaster programmes at all levels. There is no strong institutional support and training in disaster management and those that are trained can be easily transferred.
- The high influx of refugees poses a great strain on available local resources and exacerbates conflicts.
- Tedious bureaucracy, such as the disbursement of funds and procurement processes, slows down the process of implementation.
- Cultural practices such as clan-based demands together with a dependency on livestock leads to cattle rustling, impeding conflict mitigation efforts.

***Recommendations***

- Mobilise more resources and disburse information on GIS data in an appropriate way, to make information accessible.
- Disaggregate GIS indicators by gender.
- Commit more resources to HIV/AIDS interventions.
- Lobby for a policy on disaster management.
- Offer frequent training opportunities on disaster management and ensure that a training manual is available in disaster prone districts in a user-friendly format.
- Government to be involved in projects of national importance, such as regional security, to ensure that resources are committed and projects are sustainable.

**4.2.4 Sustainability**

The sustainability component of CPAP aims to enhance the contribution of natural resources and environmental management to poverty alleviation and sustainable growth, by integrating environmental issues into national development planning. The component also promotes effective community-based management of natural resources and opportunities for sustainable production and income diversification.

***Key achievements***

### ***1. Integration of the environment and poverty into national policies and strategies***

Efforts have been made to integrate environmental and poverty issues into national policies, strategies and planning. These entail the production of a draft report on poverty and environmental linkages through the Poverty Environment Initiative (PEI), which has developed policy and environmental indicators in collaboration with the Ministry of Environment.

Support to the formulation of the energy policy process culminated in the inclusion of conservation efficiency in new policy and legislation.

UNDP also supported NEMA in producing the State of the Environment Reports 2003 and 2004. The reports are based on set standards that act as benchmarks for the environment. Despite efforts, the reports have not been tabled in Parliament for debate and adoption as prescribed by the Environmental Management Coordination Authority (EMCA).

Other policy initiatives include Forest Policy and Legislation, while the Ozone Depleting Substances Regulation, the draft strategy on waste management, water quality, conservation and biodiversity is still awaiting gazettment.

### ***2. Improve community use and ownership of environmental and natural resources, build capacity and achieve local and national benefits in bio-diversity and land management, thus supporting alternative livelihoods and sustainable IGA.***

UNDP organised training for small and medium enterprises (SME) capacity building and awareness on energy efficiency. This culminated into the establishment of an Energy Efficiency Centre and energy efficiency and conservation curricula in two tertiary institutions. A best practice guide for energy efficiency and conservation was published. and shared with the global UNDP energy practice and knowledge network

The Commercial Insects Project through ICIPE has offered training on the sustainable use of forest resources. Five hundred community members were trained and 520 beehives were distributed in the Arabuko-Sokoke, Kakamega and Mwingi forests. The Farmer Field Schools have been well implemented with training undertaken for 17,500 farmers. Alternative and non-degrading forms of land use, creating sustainable production of chalk and limestone, were implemented in North Eastern province.

### ***3. Develop and distribute sustainable energy services to meet household needs, to offer income generating and employment opportunities and to service all sectors in the economy***

A Comprehensive Energy Atlas was produced and is continually being updated. A draft energy cross-sector road map, detailing the energy requirements and the way forward for the priority sectors, was also developed and a system to track energy services and their impact on poverty eradication and sustainable development, with clear linkages to MDGs, is being undertaken as part of the Millennium Project. In addition, a guide for energy efficiency and conservation was prepared in a consultative process and launched in March 2006.

### ***4. Domestication of Global Conventions through project development, and capacity building of institutions at all levels, achieving commitments on global environment agreements***

A National Cleaner Production Network was launched in March 2006 and five industries began to utilise renewable energy with more being engaged. Advocacy materials were produced including support for the World Day to Combat Desertification.

## ***Main Challenges***

- The implementation of the Forest Act 2005 and adherence to the policy statements of various arms of government are sometimes conflicting.
- Lack of a national environment policy.

## ***Recommendations***

- The formulation of participatory forest management (PFM) strategies would promote value of the forest amongst communities and enhance the sustainable use of forests and forest products. These should be published in appropriate local languages.
- Fast tracking finalisation of the environment policy.

### **4.2.5. Strategic outreach (support section)**

This unit supports the four programme components, in addition to offering upstream policy advice. It ensures that all UNDP's initiatives on improving efficiency, transparency, accountability and equity in public service are enhanced through the provision of relevant information for policy dialogue, advocacy, capacity building and various communication strategies.

## ***Key achievements***

### ***1. Improve capacities for pro-poor planning, budgeting, policy formulation and monitoring and evaluation amongst decision makers in Kenya, achieving resource mobilisation and advocacy.***

The upstream policy and strategy work has focused on the production of National Human Development Reports and supported government efforts to achieve MDG commitments including the preparation of MDG progress reports and the DCR. All are disseminated to high-level stakeholders.

The key lesson learned from past policy interventions is that UNDP must ensure that its programming is based on a constructive partnership between itself and the government, and is guided by principles of national ownership and mutual accountability.

## ***Main Challenges***

- Utilisation of information from the MDG report by all stakeholders is not guaranteed.
- The partnership strategy is not harmonious and the inclination to the DCR objective of establishing a knowledge base to enhance linkages between ODA and national development efforts, is not fully embraced by all parties.
- Minimum follow-up on policy pronouncements and recommendations from the human development reports.

## ***Recommendations***

- Increase dialogue and collaboration on MDGs among all partners.
- Work towards, and support a greater role for the government in producing the DCR.
- Create a link with the ODA database and the report. Rethink the use and format in the context of the Paris Declaration and the biannual OECD-DAC Paris Declaration monitoring survey.
- Avoid duplication of efforts, which is not only time-wasting but also fatigues donors who are asked to provide data for several sources.
- Participate in the long term planning and support processes for Kenya's Vision 2030.

### 4.3. CPAP How was it managed?

#### 4.3.1. Programme Delivery

##### *Relevance*

In assessing relevance, judgment is based on the degree to which the objectives remain valid and pertinent as originally planned, or as subsequently modified due to changing circumstances within the programme or external environment. Although there has been an upturn on the growth front, many of the challenges identified in the CPAP remain, among them poverty, inequality, health (especially HIV/AIDS), insecurity and environment.

As illustrated in Chapter 2 of this Report the current CPAP is very relevant to the Kenyan country context because the conceptualisation of CPAP was based on UNDAF, which was the translation of the UN CCA. The UNDAF was clearly aligned to the government priorities as set out in the ERSWEC 2003-2007, the NARC Manifesto and the MDGS that Kenya subscribes to. Indeed the UNDP CPAP is, in simple terms, a translation of the government's key priorities of employment and wealth creation. However, the CPAP has been implemented through numerous small projects and a few were not directly derived from the CPAP outcome and outputs matrix. If UNDP is to have real influence in a way that enhances national interest, then greater emphasis should be on core programme areas where UNDP has competitive advantage. Running into 2008, the current Vision 2030 should inform the focus of UNDP programming as the organisation also plunges into its next programme cycle.

##### *Quality of outputs*

In UNDP monitoring processes, assessment on the quality of outputs is based on a rating system, 'No', 'Partial' and 'Yes'. This was evident in various APRs reviewed. The rating system is based on indicators which may be quantitative or qualitative, or both. Therefore the results focus requires that UNDP staff be focused on both quantitative and qualitative aspects of the outputs during implementation.

Overall the quality of outputs varies by component and by projects within the components. Annex A details the key results achieved so far by component. As may be evidenced, the achievement of outputs in some cases is complete while in a majority of the cases it is partial. This is logical given that CPAP still has two years to run.

As in the Outcome Evaluation, the general observation with regard to quality of outputs is that where the outputs were realised, they ranged from satisfactory to excellent.

Assessing the quality of outputs was highly dependent on the design of AWP. It was easy to make a judgment on the quality of outputs for those projects for which the AWP derived directly from CPAP Results and Resources Matrix.

##### *Efficiency, resource mobilisation and effectiveness*

**Efficiency** maybe defined as the optimal transformation of inputs to outputs. This however, is never obvious as realisation of outputs differs in scope depending on the projects implemented and in development work. Many other factors may contribute directly or indirectly to the realisation of outputs, aside from the monetary element. Furthermore, UNDP in most cases provides both financial assistance and soft assistance, which in the recent past has proved to be an enormous contribution to the achievement of results. The UNDP Evaluation Office therefore developed a workable definition for efficiency analysis: UNDP's resources dedicated to the realisation of results or resources dedicated by UNDP vs. those of other donors. It is the latter definition that is used to assess efficiency in this report.



The programme income and expenditure for the CPAP 2004- 2008 as compared to the previous CCF 1999-2003 has been on upward trend as a result of the adoption and operationalisation of different results based management tools - namely, the AWP format, results and resources framework matrix, the successful transition from financial information system (FIM) to the current enterprise resource planning (ERP) system ATLAS. This is illustrated in the figures below.

Figure 1

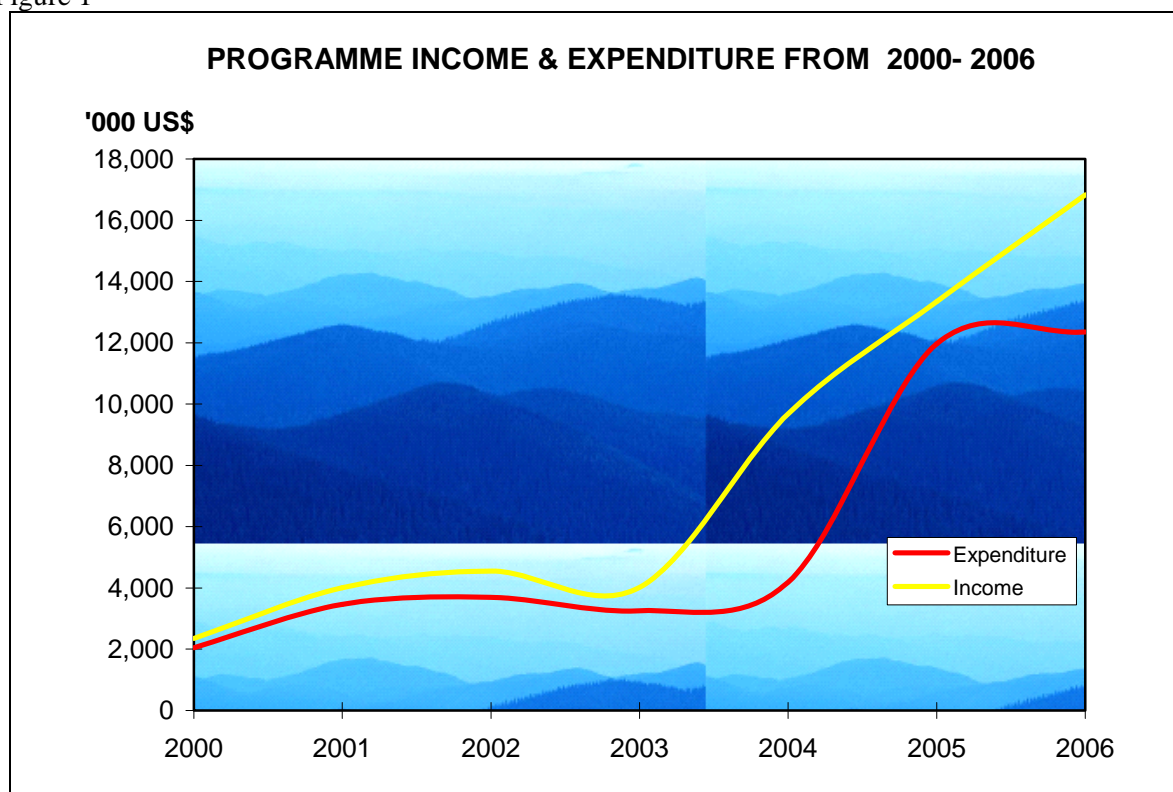
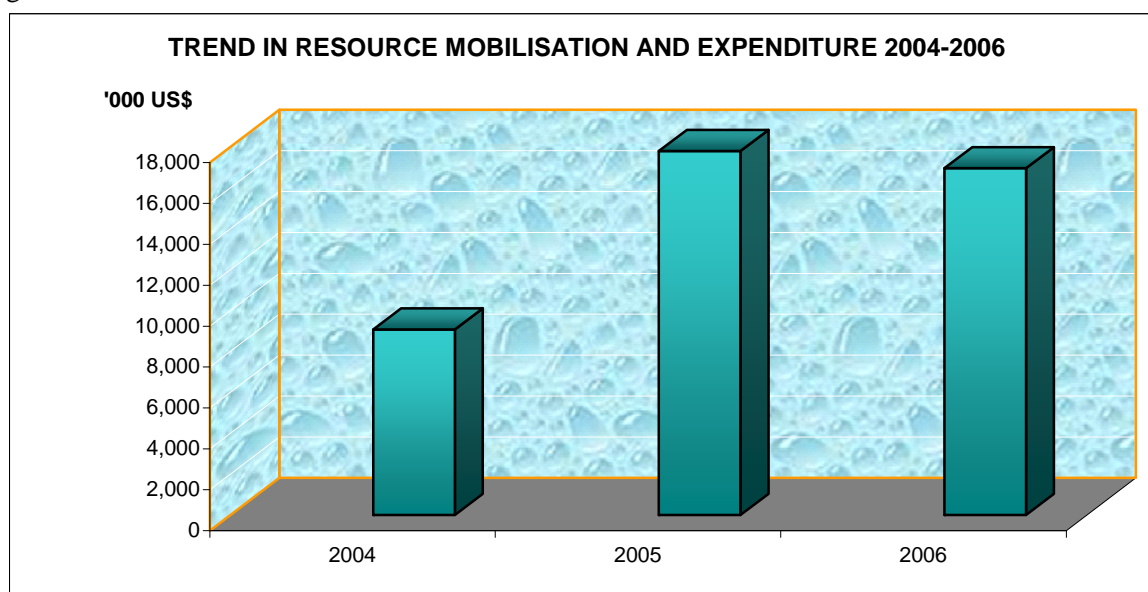


Figure 2





An attempt has been made to illustrate the efficiency per component, which varies in UNDP. The security component leads in resource mobilisation, with UNDP committing 29% of its resources. The lead donor for the component is Belgium at 15%. Second is the empowerment component with UNDP committing 35% of the resources, and SIDA being the lead donor at 31%. Third is sustainability with UNDP committing 55% while GEF is the main source of income at 27%. Last is opportunity with UNDP committing 60% and the Italian government being the lead donor at 33%. Strategic Outreach as a support unit is heavily dependent on UNDP funds at 95%.

Figure 3

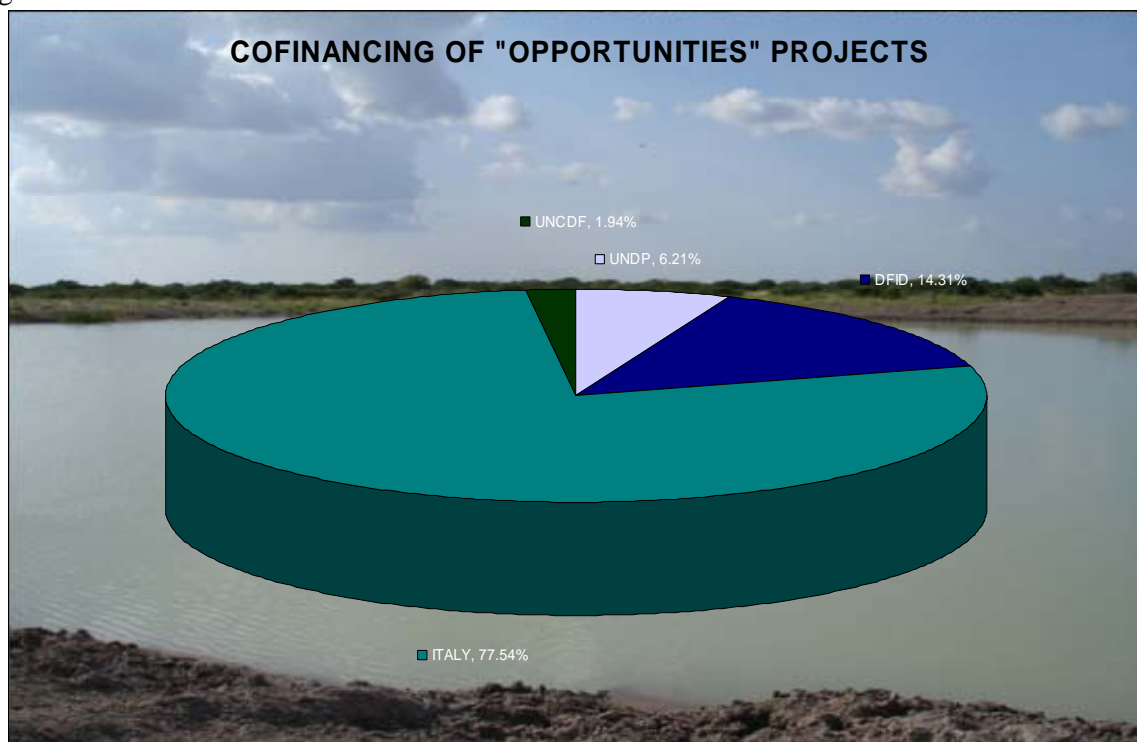


Figure 4

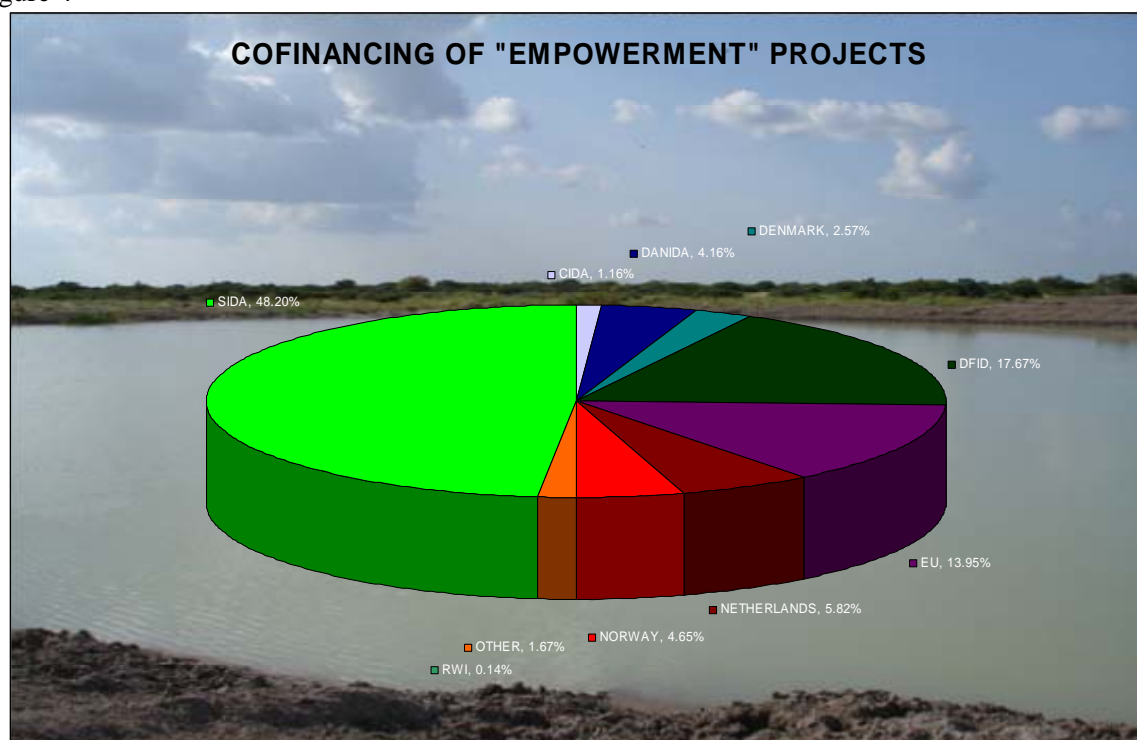


Figure 5

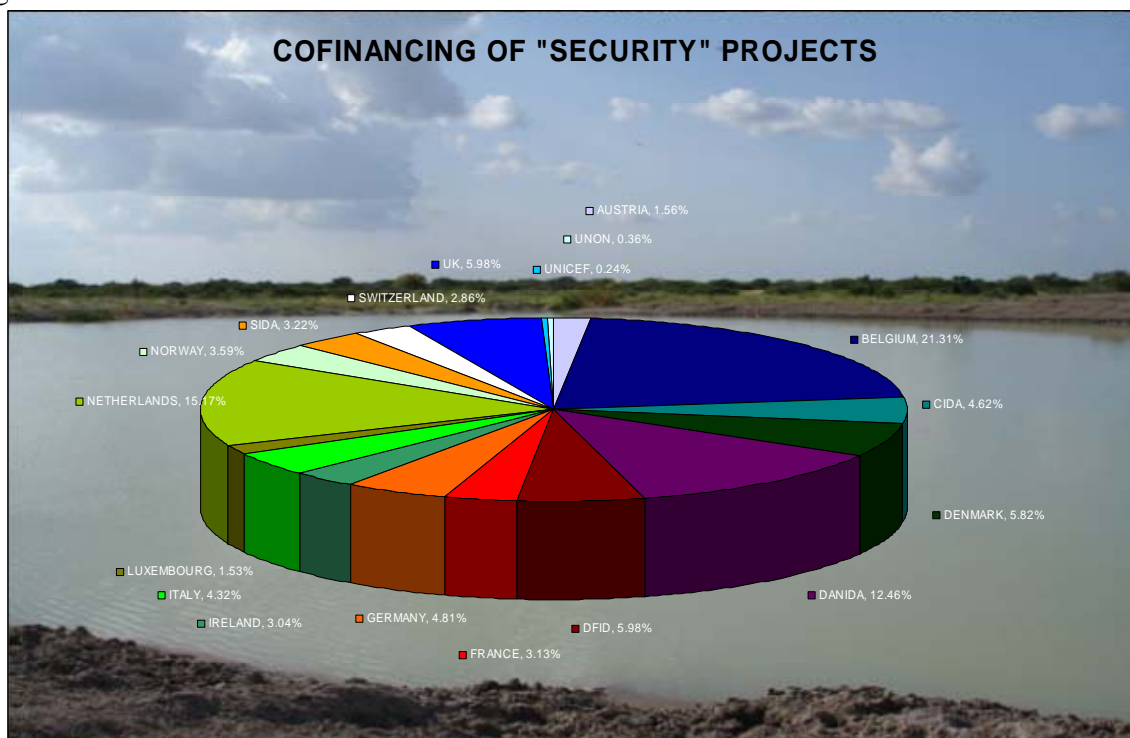


Figure 6

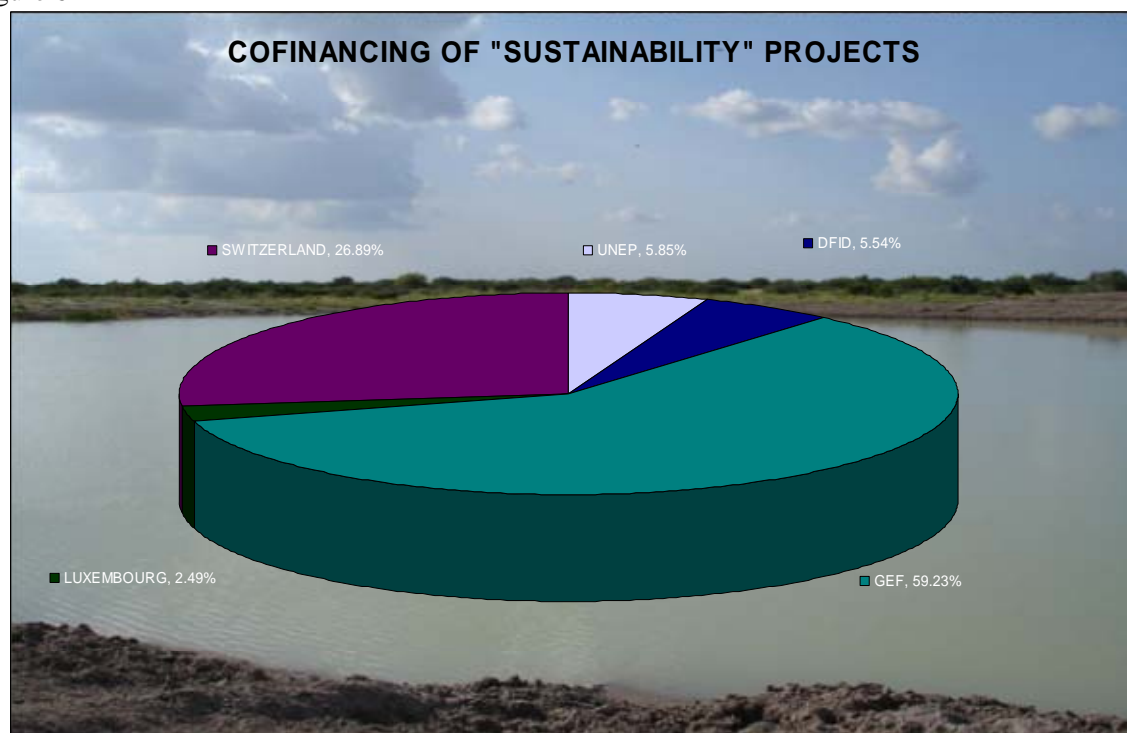
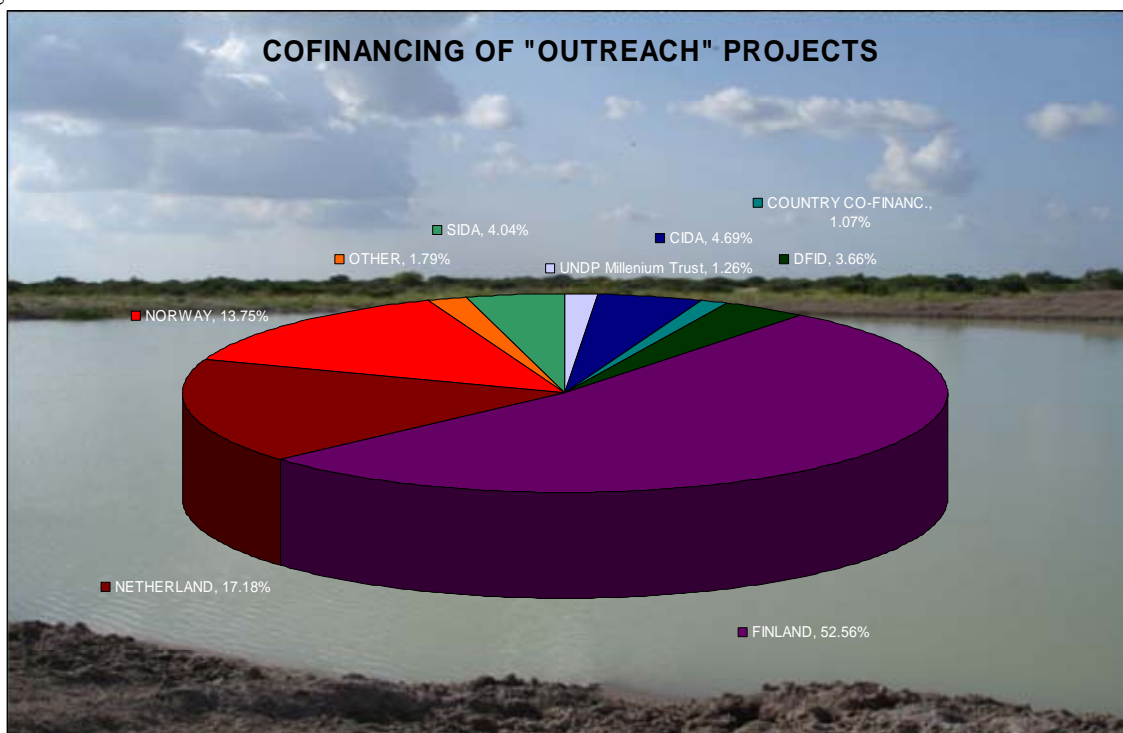


Figure 7



**Effectiveness** may be assessed by the extent to which a programme or project achieves its planned results. It answers the question of whether CPAP results have been realised or are in the process of being realised. It also responds to the question of whether UNDP has made significant contributions in terms of strategic outputs.

UNDP is not a 'big' donor and globally relies on funding from member countries to implement its programmes. However, it has unique competencies in dealing with governments and implementing projects. The financial interventions of UNDP may be small, but the success of projects implemented should serve as lessons for future interventions by other agencies or government. Thus, the effectiveness of UNDP may be judged by how well the organisation has carried out its projects and provided lessons learnt and best practices. In the current CPAP and based on the outputs achieved, it can be generally predicted that UNDP will realise a majority of the outcomes at the end of the CPAP period. However, the outcomes are many per component, and the office may now need to re-evaluate each component outcome and outputs, defining the focus for the components to be supported in the next two years.

### ***Monitoring and evaluation***

The CPAP as previously mentioned provides for monitoring activities mainly through quarterly reports and annual reviews submitted in designated formats provided by UNDP. The monitoring plans in place have served the Project Officers (PO) as well as IPs, well.

The POs interviewed mentioned organising regular meetings and consultations to check on progress. In cases where the IPs are committed, this worked well. Nevertheless, difficulties were encountered with those IPs that were reluctant to submit the required reports, especially financial ones, and supporting documents on time.

The IPs, especially among the CSOs, mentioned that though the reporting requirements were strict and did not allow for any flexibility, they adapted.

## ***Partnership Strategy***

The UNDP's partnership strategy as elaborated in the CPAP illustrates the steps that are crucial to achieve the results. These include joint programming or cost sharing, provision of technical assistance, consolidation or achievement of strategies using UNDP resources as seed money or a leverage basket, and/or sector wide approaches to gather multiplier effects with bi-lateral and multilateral donors.

UNDP is involved in joint programming with other UN agencies. The working relationship among UN agencies has improved with the current UNDAF, despite the fact that there were no clear points of reference in allocating various UNDAF outcomes to particular agencies. Joint programming with the government has been successful in some areas, while in others there have been complaints of government impeding, rather than facilitating, the process of achievement of output. This is in the case where there have been delays in financial disbursements and procurement procedures, and lack of follow-up on particular issues. For example, draft legislation that was supported by the CPAP still awaits government approval. Frequent transfers of officers in charge of projects has also meant lack of continuity in implementation of projects.

UNDP has provided technical assistance to various government ministries through advisors who are seconded to the ministries to provide technical support to the top management. The UNV programme has also seen a considerable number of volunteers recruited by UNDP and seconded to government ministries and departments that required support.

The UNVs have been a success story in terms of providing field technical support for the realisation of results in various areas. In the past three years UNDP provided seed money for various projects, both in government and the private sector. The Kenya National Cleaner Production Centre is a case in point. The organisation has since grown and is registered as legal entity. However, the exit strategy was too abrupt and this posed challenges of continuity for the organisation. The Ministry of Trade and other donor agencies have promised future support. UNDP also manages basket funding for the Public Service Reforms in Kenya. The establishment of the Reform Secretariat and formulation of the Secretariat's strategic plan are all success stories in this endeavour. In addition, UNDP managed to mobilise resources for voter education and support to various initiatives of the 2005 referendum on the then proposed new constitution.

UNDP partnered with several CSOs mainly through the empowerment component. Most of the CSOs were engaged through SIDA funding. The CSOs are working in the area of governance, human rights and access to justice and a majority were previously funded and directly engaged by SIDA. The handover in 2004 presented various challenges, typical to any transition. For example, SIDA requested that CSOs be subjected to UNDP rules and procedures, while previously with SIDA, there was more flexibility. UNDP has observed that capacity gaps had not been identified while initiating the projects through SIDA. There are also weak governance structures within the sector which impacts on the quality and speed of project implementation. However, some of the CSOs feel that UNDP is very bureaucratic and its procedures too numerous at the expense of the results to be achieved. To remedy the situation UNDP has provided guidance to the CSOs through constant consultations, review meetings and open communication. Nevertheless, some CSOs feel that operating under CPAP requires them to report to the government, which may compromise their effectiveness in their role as government 'watchdogs'.

## ***Programme sustainability***

Sustainability is the durability of positive programme or project results after the termination of the technical cooperation channeled through that programme or project. This may be of two types: static sustainability - the continuous flow of same benefits, set in motion by the completed programme or project to the same target groups -or dynamic sustainability - the use or adaptation of programme or project results to a different context or changing environment by the original target groups and /or other groups.

Assessing sustainability of the various components of the CPAP at this stage is based on speculation. Despite the fact that some projects are complete within CPAP components, sustainability probability is based on the respective projects, hence this is postulated to the component. A general assessment on the programme is that where the government or other IPs have taken key leadership in implementation and follow-up of the projects, both static and dynamic sustainability may be realised. The following set of outcomes with regard to various components at this point in time may be assessed to have high sustainability probability.

*Opportunities Component:* development and implementation of stronger linkages between the formal and informal sectors and strategies for employment creation.

*Empowerment Component:* strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability; strengthened national capacity for the administration of justice and promotion of rights and enhanced capacity for effective gender mainstreaming in programmes and policies.

*Security Component:* enhanced political awareness and community ownership and participation in the planning, implementation and monitoring of HIV/AIDS programmes and increased capacity for conflict management and reduction of small arms proliferation.

*Sustainability Component:* integration of the environment and poverty into national policies and strategies, and development and distribution of sustainable energy services to meet household needs, to offer income generating and employment opportunities and to service all sectors in the economy.

#### **4.3.2. The CPAP within the UNDP policy framework**

##### ***Developing national capacities***

UNDP Kenya has put considerable efforts into capacity building in terms of intellectual, monetary and material support to the government. There have been efforts to support the MOPND to formulate proper strategies for pro-poor growth. These have been through specific projects such as the PEI, and statistical capacity, technical advisors and UNVs. Strategies have also been developed nationally, by sector and locally, to incorporate MDG targets. through support to local authorities, mainstreaming MDG projects through the MOPND and SNV. Capacities have been strengthened in local communities to monitor the use of the LATF and CDF through support to anti-corruption campaigns and to various CSOs like Action Aid. However, capacity support will need to be evaluated in terms of resource allocation and eventual sustainability of the initiatives.

##### ***Enhancing national ownership***

UNDP has put significant effort into enhancing national ownership of projects. Indeed, as provided for in the CPAP, most projects have been executed nationally. UNDP has strengthened the government's role in aid coordination and helped the MOF external aid department. As has been mentioned earlier, the enactment of KERP is still to come and this should ease the work even further.

##### ***Building an enabling policy environment***

UNDP has supported several policy dialogue processes through the programme components. Indeed in each programme component, financial support was targeted to policy formulation processes that involve government, CSOs and the private sector. To ensure that the policy formulation processes are complete, the government needs to play an active role in enactment and eventual implementation. Additionally, resources ought to be availed for monitoring and evaluation of policies.



### *Promoting gender equality*

UNDP has participated in gender analysis programmes with UNIFEM and saw the creation of the National Commission of Gender. Current government pronouncements indicate deliberate efforts to incorporate women in decision-making processes. However, it is still necessary to ensure that resources are allocated for gender programming. In addition, as an organization, UNDP needs to build its capacity in gender programming. As mentioned earlier, gender issues do not appear as integral parts of programme development.

### *Partnerships for results*

In the analysis of the partnership strategy, it was already explained that efforts have been made in this direction. UNDP is participating in various partnership strategies to build synergy and achieve results.

#### **4.3.3. Best practices**

There are many projects in various components that qualify for best practice. These include the Capital Markets support, the United Nations Volunteer Intermediation Strategy (UNVIS), the Millennium Village pilot scheme, the Farmer Field Schools, and the Violence Reduction project in Garissa District. Provided below is an example of one such project.

#### **UNDP in Garissa District**

The MTR offered an opportunity to assess some of the work that UNDP is currently undertaking. As discussed earlier in this report, the projects are diverse, as are the localities. Four hundred km north of Nairobi is Garissa town. Traditionally inhabited by the Somali community, who are largely pastoralists. Garissa is in the vast arid region of Kenya, characterised by frequent droughts. Community conflicts are common as a result of struggle for limited pasture and water resources for livestock, the lifeline for the communities here. Several km away lies the long Kenya/Somali border. With instability in neighboring Somalia, Garissa has had a history of insurgency using small arms and light weapons.

*The Violence Reduction in Pastoralist Conflicts in Kenya* was born against the above backdrop in May 2004. The project aims to ensure a stable, trusting, complementary and productive relationship between the traditionally pastoralist communities in Garissa District. A discussion with the DC Mr. J.M Imbwaga attested to a move to the realisation of this outcome. He mentions that since UNDP's intervention, there has been peace in the area. "The UNDP UNVs act as role models for violence reduction" asserted the DC. Mr. Johnstone Limo, the OCPD Garissa, could better explain these sentiments. He said that for the two years that the project has been on the ground he has seen numerous success stories. The construction of the armory helped the process of disarmament. The peace negotiations that take place have helped quell the problem of clanism, which still remains a big challenge in the area. The District Peace Committee members are very proud of the project and work with zeal.

70 km from Garissa town through the ragged roads of Northern Kenya is *Adagarapull Water Pan*. The Pan serves around 500 households in the area. A smile from one of the local women fetching water attests to how much the community appreciates this rare resource.

The integrated intervention here has seen some women's groups benefit from a grant to start IGAs. The *Lafageri Women Group* Chairlady explains that presently, they can also work to earn a living (they trade in cereals) and not just stay idle at home. It is the same story for the *Civil Servants Widows Support Group* who trade in clothes. Both groups are based in Garissa town.

The *ARLRMP* has been instrumental in facilitating the above achievements. Together with the *PPDI*, a local CBO they have the future for Garissa District clear in their minds. "We all work as a team, Government, UNDP and CBO", explains Mr. Noor, an Officer with ALRMP. The collaboration between UNDP, Government and CBO is a best practice in this region. They plan, implement, monitor and evaluate together. PPDI has grown as an organisation. It can run its activities and even manage funds from other donors. This was the opinion of Mr. Abdi, the District Livestock Development Officer.

#### 4.3.4 Lessons learned

The following lessons can assist the completion of CPAP:

- UNDP's strategic positioning in the various areas of support and intervention to the government. The organisation has focused and allocated resources to areas of key national importance and strategic interest to the government and the Kenyan public including Public Service Reforms, the National Referendum, and the Public Private Sector Partnership.
- UNDP's technical support to the government and other partners through technical advisors and UNVs.
- Private-public sector partnerships can be greater engines of growth.
- Injecting seed capital is very helpful to stimulate growth when all actors in development are involved and well coordinated.

#### 4.3.5 Overall challenges and constraints

##### *Challenges to UNDP*

- Some projects were implemented out of the CPAP framework and the outputs not aligned to the CPAP. The projects are numerous and process oriented.
- Sometimes resource mobilisation, which makes the organisation respond more to donor requirements; compromises the quality of outputs.
- The transition from process (activity orientation) to results orientation takes time .
- Gender mainstreaming is not an integral part of programmes and projects.
- Sustainability of certain initiatives where the organisation provides seed funding is in doubt due to high costs.

##### *Challenges to GOK*

- Low utilization of ODA due to a weak capacity in the delivery of services and an unclear strategy for capacity building.
- Processes that impede the realisation of results e.g. lack of enactment of legislation, slow disbursements of funds and lengthy procurement procedures.
- Movement of staff and lack of assignment of accountable officers for various projects.
- Lack of receptiveness to change and reforms: hence a slow transition from process orientation to results orientation.

##### *Challenges to CSOs*

- Some have not been receptive of the new funding arrangement from SIDA to UNDP.
- Some have weak governance structures which impact highly on the quality and pace of their work.
- Networking and coordination is weak within the CSOs; hence the need for the creation of necessary synergies to achieve and sustain targeted outcomes.
- Delays in responding to communication or executing an activity due to UNDP focal points having other responsibilities.



## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1. Conclusions

- The UNDP CPAP 2004-2008 is focused on key government priorities.
- Kenya has realised economic growth and success in the implementation of the IP-ERS, although challenges still abound with respect to poverty, governance and realisation of the MDGs.
- The proposed KJAS and HAC processes, supported by KJAS and HAC, are instrumental to future UNDP intervention.
- UNDP should be prepared to position itself better with respect to KJAS e.g. where UNDP has competitive advantage it should take a lead role.
- Key results have been realised in various project components as outlined earlier. Where there have been challenges, the suggested corrective actions could assist in the realisation and consolidation of results for the remaining period.
- UNDP has been efficient in terms of mobilising resources to achieve the targets set out in the CPAP.

### 5.2. Recommendations

#### *Programme focus*

UNDP should focus on the following areas where it has competitive advantage and address these in the next programming cycle.

- expanded governance mandate
- capacity development experience in Africa
- in-depth knowledge of the African development context
- dual role of coordinator and technical capacity development provider
- trustworthiness
- capacity development frameworks and tools
- continuous field presence and effective programme/project management systems

This will be following closely to the UNDP Africa's strategy, which focuses on capacity development for pro-poor growth and enhancing national ownership of development strategies.

Cross cutting issues within the UNDAF, like gender, should be treated with due diligence by UNDP, and efforts to address gender mainstreaming should be put on momentum. The Empowerment Unit is reorganising itself to focus on the development of a strong gender programme.

#### *Results based management*

UNDP is already in the process of internalising RBM. Indeed the office, through the RMG, has taken a lead in the process by going through the *planning* and *learning* of the four elements of the RBM strategy. The office now needs to continue to the *application* and eventual *maturity* stages of the strategy. The introduction of a Project Initiation Document (PID), which will bridge the gap between the CPAP and the AWP, is a step in ensuring an increased focus on results. This is because a PID is comprehensive in terms of project management, unlike an AWP, which has limited time duration.

#### *Resource mobilisation*

The office resource mobilisation strategy should be clarified and integrated into the management system in order to generate coherent resource mobilisation by various components. A heavy reliance on regular resources may compromise the successful completion of certain projects.

### ***Government participation***

The government should be more supportive of the CPAP through the current reform initiatives such as Performance Contracting and Rapid Results Initiative which identify issues that are pending, especially in terms of legislation and financial disbursement.

### ***Partnership with CSOs***

The UNDP partnership strategy with CSOs should be frequently re-evaluated. More consultative meetings could be planned to clarify expectations and ease transaction arrangements. In addition, CSOs should address issues of their internal and sector governance which impact on their ability to deliver. UNDP should continue to support the initiative to enhance the capacity of a coordinating and regulating body for CSOs. As well as capacity assessment, which has been done for CSOs, NGOs should develop a mechanism to ensure that there is stability within the workforce.

The UN has had a long history of work with CSOs. Current policy directives regarding collaboration with CSOs point to the fact that there is need for an outward looking UN to reach people's organisations. It is important to link local actions to global ones and to give space to CSOs to participate in policy processes and enhance service delivery to the poor.

Key proposals have been made with regard to CSO collaboration including:

- Development of terms of reference as a focal point in each Country Office.
- Ensuring that UN Country Team Advisory Committee is supporting CSO initiatives.
- Availing trust funds for CSOs

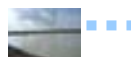
The Director RBA has agreed to begin funding for CSOs and Kenya will be part of the initiative in the region. UNDP Kenya now has to lead the initiative so that other UN bodies will follow.

### ***Way forward 2007-2008***

Overall, UNDP should focus and consolidate the achievements made in the CPAP. Extensions should be granted to projects that achieved considerable results and whose sustainability may be compromised if consolidation of gains so far is not achieved.

### ***Future programming***

The UNDP Africa strategy of capacity development for pro-poor growth should guide the next CPAP. Most importantly, to reiterate, UNDP should focus more on areas in which it has competitive advantage and should clearly define its positioning within the current KJAS.



## ANNEX A: CPAP RESULTS FRAMEWORK

### 1. OPPORTUNITIES

UNDAF Area of Cooperation 4: SUSTIANABLE LIVELIHOODS AND ENVIRONMENT				
Expected UNDAF Outcome # 13: Expanded opportunities for sustainable production and income diversification				
Component Goal	To achieve expanded opportunities for sustainable production and income diversification			
Programme Outcome	Expected Outputs	Output Targets	Key Results So Far <sup>12</sup>	Areas of Future Intervention
1. Enhanced policy framework and institutional and human capacities to participate in local, regional and global trade with a pro poor focus  <b>Indicator</b> Proportion of sector specific small producers accessing international markets	Analytical long term prospective capacity established to feed private sector consensus in NESC	Capacity Products plug into ERS  Policy reform proposals made and adopted by GoK in at least three export sectors	Public private partnership has been strengthened through the support of KEPSA that is acting as the umbrella body of the private sector in the dialogue with the GoK	The Enhanced Public Private Sector Dialogue through NESC AWP is starting in 2007
	Identification and removal of regulatory constraints to regional and international trade supported, and mechanism to measure progress of the national priorities and monitor policies developed.	No. of regulatory revisions in specific sectors  Export increase in identified sectors  M&E systems developed  M&E annual publications produced and disseminated	Review of Competition Policy and Law in Kenya: An Examination of the Current Status” was formally submitted to the Ministry of Finance in April 2005 and advocated for responsive policy action and reform. This led to the subsequent appointment of a “Task Force to Review Competition Law” by the Minister of Finance in May 2005 through a gazette notice with a view to follow through on the policy changes prescribed in the report that was commissioned by UNDP	
	Trade support institutions and product sector associations strengthened	% Increase in exports in selected sectors  No. of new markets created	Sponsored the participation of Investment Promotion Centre staff in several World Association of Investment Promotion Agencies study tours in Uganda, Ghana, and South Africa.  Institutional audit of IPC’s operations and organizational strategy and training sessions for Investment Promotion Centre staff, also sponsored.	

<sup>12</sup> Based on information received from various components.

UNDAF Area of Cooperation 4: SUSTIANABLE LIVELIHOODS AND ENVIRONMENT				
Expected UNDAF Outcome # 13: Expanded opportunities for sustainable production and income diversification				
Component Goal	To achieve expanded opportunities for sustainable production and income diversification			
Programme Outcome	Expected Outputs	Output Targets	Key Results So Far <sup>12</sup>	Areas of Future Intervention
	Trade research and market analysis developed and reference centers strengthened, capacity on trade negotiations enhanced and regional/international trade laws/regulations and domestic laws harmonized	At least 30% increase in the utilization of market analysis tools and WTO reference centers.  At least 4 policy dialogues held annually on Multi-national Trade System Issues  At least 20% increase in private sector participation in Multi-National trade system training programs  Number of research/studies undertaken  Number of trade domestic laws amended.	In collaboration with the Kenya Capital Markets Authority, UNDP drafted a bill on capital ventures and presented the same to the Government for approval. Emphatic efforts were made to diversify stocks with CMA as a result the number of listed companies increased considerably.	The achievements of the first phase will be consolidated with a second AWP in 2007
	Global Compact initiatives in Kenya operationalised	GC launched Forum established At least 4 projects developed and implemented	GC Launched in 2005 Forum Established in 2006 11 Companies have signed their participation to GC 10 Growing Sustainable Business (GSB) Project endorsed and 7 active.	The GC and GSB initiatives will continue to be operational throughout 2007
2. Foreign Direct Investment (FDI) enhanced  <b>Indicator</b> Proportion of export (in value) by smaller producers in	Investment climate reviewed, IPC management capacity audited and enhanced and promotional material developed and disseminated	Report produced  At least two recommendations of the investment climate review report produced  20% increase in number of firms investing in Kenya through IPC  One stop shop for investors operational  Percentage increase in inquiries	Review of the investment law and policy. This exercise led to the amendment of the Investment Bill that has now been signed into law.	

UNDAF Area of Cooperation 4: SUSTIANABLE LIVELIHOODS AND ENVIRONMENT				
Expected UNDAF Outcome # 13: Expanded opportunities for sustainable production and income diversification				
Component Goal	<i>To achieve expanded opportunities for sustainable production and income diversification</i>			
Programme Outcome	Expected Outputs	Output Targets	Key Results So Far <sup>12</sup>	Areas of Future Intervention
targeted three sub-sectors	Kenya's credit rating achieved	Credit rating of Kenya by one of the major credit rating agencies  Increase in FDI as % of GDP	Kenya has been rated by Standard & Poors (one of the major Credit Rating Agencies) and achieved a B+ Credit Rating in August 2006. This first rating has provided the necessary benchmark for the future assessment of the financial and economic management capability by the current and future Governments. It is also expected to provide the necessary confidence for both foreign and local investors thereby increasing both foreign and domestic investment.	

UNDAF Area of Cooperation 4: SUSTIANABLE LIVELIHOODS AND ENVIRONMENT				
Expected UNDAF Outcome # 13: Expanded opportunities for sustainable production and income diversification				
Component Goal	To achieve expanded opportunities for sustainable production and income diversification			
Programme Outcome	Expected Outputs	Output Targets	Key Results So Far <sup>12</sup>	Areas of Future Intervention
3. Enhanced competitiveness of exporters and small-scale producers, manufacturers and service providers through the reinforcement of export value chains in selected product sub-sectors.	Sub-sectoral analysis and formulation of export strategies supported, export value chains for selected products improved, increased market access obtained and trade support institutions capacity enhanced	<p>At least 2 sub-sectors with export potential identified and supported annually</p> <p>No. of exporters assisted in the areas of standards, packaging, export management training</p> <p>At least five buyer-seller meetings held</p> <p>% Increase in export product mix</p> <p>% Increase in exports in selected sub-sectors</p>	<p>Export Promotion Council contracted to conduct a feasibility study of possible linkages between fruit juice processors and local mango producers. This report provided the necessary facts and figures to guide future engagements in this area.</p> <p>A sub-sector overview of the apiculture sub-sector successfully completed and a pilot demonstration center (for honey processing) set up in Kibwezi where 5 trainers and 60 apiculture farmers have been trained. The UNDP/UNIDO honey project further provided the department of horticulture the basic communication and information management equipment as part of capacity building. Attempts have also been made to link Kibwezi honey producers with Honey Care International in order to enhance international market access.</p> <p>Established a system to provide Small holder farmers with mechanized services in 6 districts in order to increase agriculture productivity and reduce food insecurity.</p>	<p>Increased access to mechanize services in the agricultural sector through small holder farmers</p> <p>The Project will be extended in 2007 to other locations.</p>
	Export Production villages (EPVs) established	<p>No. of EPVs established</p> <p>No. of contracts signed</p> <p>Volume of exports through EPV</p>	Established 2 Telecentrers in Kisiii Town and in Tabaka to support the soap stone export. The trading platform established supported the groups in direct export of their products. This has increased direct sales as opposed to middleman sales by 50%	

**Expected UNDAF Outcome # 13: Expanded opportunities for sustainable production and income diversification**

### Goal

Programme Outcome	Expected Outputs	Output Targets	Key Results So Far <sup>12</sup>	Areas of Future Intervention
4. Development and implementation of stronger linkages between the formal and informal sectors	Management of selected vocational training institutions improved and linkages between selected training institutions and industry developed and promoted	Financial sustainability of at least 2 vocational training centers  No. of trainees per year  Sub-contracting mechanisms developed and implemented in two strategic sectors  No. of sub-contracts between firms and MSEs	Capacity assessment done and report available.  Three vocational training centers identified and supported. Two of them are fully operational.  180 pax trained.  Sub contracts mechanism established and implemented  4 sub-contracts signed and under implementation	The AWP for SMSs linkages will continue to be operational throughout 2007
	Appropriate skills/technologies for SMEs identified and introduced	Curricula of vocational institutions revised to suit industrial needs  Number of industrial attachment	A National Policy for the Youth Polytechnics (YP) and Vocational Training Institution developed and endorsed by MoYA. Developed the criteria for a model YP. Curriculum on 13 trades revised in collaboration with KIE  70 trainees already linked to the formal sector.	AWP to Pilot the rehabilitation, equipment and operationalization of 16 YPs to be presented to a Donor Conference in Feb 2007.
	Market outlets and promotion of products design and development for enterprise expanded	No. of new products introduced in the market  % Increase in sales by women entrepreneurs  No. of products receiving Bureau of Standards Certification	The supported Training institution have developed linkages with industry and with the market and developed new products either for the local market or for export.	



UNDAF Area of Cooperation 4: SUSTIANABLE LIVELIHOODS AND ENVIRONMENT				
Expected UNDAF Outcome # 13: Expanded opportunities for sustainable production and income diversification				
Component Goal	<i>To achieve expanded opportunities for sustainable production and income diversification</i>			
Programme Outcome	Expected Outputs	Output Targets	Key Results So Far <sup>12</sup>	Areas of Future Intervention
5. Strategies for employment creation developed and implemented	National systems on labour intensive employment approaches developed and awareness created, required legal reforms identified and effected, practitioners both in the public and private sector on intensive employment approaches retrained, contractual standards, arrangements and systems developed, systems implemented in selected sectors with high potential for job creation	<p>National system for labour intensive infrastructure development in place</p> <p>Bill presented to parliament and approved</p> <p>No. of people trained</p> <p>No. of small scale contractors registered</p> <p>No. of donors using the developed systems/tools</p> <p>% Increase in jobs created in targeted sectors</p> <p>% Increase in GoK's budgetary allocation of labour intensive infrastructure development</p>	<p>The national sub-contracting and training systems developed and incorporated in the national Roads 2000 country strategy. These systems are currently in use by all development partners and the Government in road rehabilitation and maintenance.</p> <p>Ministry of Youth Affairs established.</p> <p>Youth Fund established and gazetted.</p> <p>Youth Employment Scheme – Micro, Small Enterprise Programme Document prepared and</p> <p>AWPs developed, presented and accepted by MOYA &amp; MOTI.</p> <p>3 YES-MSE Training sessions conducted for a total of participants.</p>	<p>A project will initiate in 2007 to train more than 200 contractors with trial actual works covering more than 400Km of road works.</p> <p>New AWP for the Youth Employment Scheme will be implemented throughout 2007</p>
6. Strategies aiming at increasing social security within SME sector developed and implemented	Studies on limitation of key social security institutions undertaken, appropriate legal frameworks, institutional linkages and operational mechanisms developed and NSSF reformed and a sustainable capitalized social security fund established.	<p>Study report produced</p> <p>Policy paper developed by parliament</p> <p>% Increase of individuals and SMEs firms contributing to the NSSF scheme.</p>	N/A	Given the reform of the social security scheme, the proposed study will be carried out at a latter stage.

## 2. EMPOWERMENT

<b>UNDAF Area of Cooperation 1: PROMOTE GOOD GOVERNANCE AND THE REALIZATION OF RIGHTS</b>				
<b>Expected UNDAF Outcome #2: Enhanced capacities of key national and local institutions for improved governance</b>				
<b>Component Goal</b>	<b>Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability in the formulation and delivery of pro-poor planning and policies.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
<p>1. Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability.</p> <p><b>Indicators</b></p> <p>-Number of institutions applying a national integrity system for accountability and efficiency</p> <p>-Number of bills debated and passed</p>	Enhanced understanding and utilization of the public expenditure review process	Public expenditure review process institutionalized	Enactment of key legislation e.g. on Audit and Governance Public Financial Management Reform strategy developed and UNDP together with other partners is supporting the Public Financial Management reform programme.	<p><b>Support to NEPAD/ APRM</b></p> <p><b>Public Service Reform</b></p> <p><b>Support to MoF- Public Finance and HAC</b></p> <ul style="list-style-type: none"> <li>- ERD</li> <li>- External Aid Policy</li> <li>- IMF advisor</li> </ul> <p><b>Support to ERS Strategy II –MoPND</b></p> <ul style="list-style-type: none"> <li>- UNVIS (Millennium - District Programme)</li> <li>- CBS</li> </ul>
	Technical and advisory support to government for the implementation of ERSWEC and investment programme	Timely implementation of ERSWEC	4 Technical Advisors recruited and one has since left. Providing technical support to ERS. The advisory service provided ensured that the ERSWEC was tracked and key government agenda.	
	Effective monitoring and tracking of GOK reforms and interventions for economic recovery	Effective monitoring of poverty reduction initiatives  At least two monitoring reports produced	3 joint M&E meetings were held. M&E Technical Advisor plays a critical role in strengthening the capacity of the department.  M&E department equipped with LAN. 2 annual progress reports produced with 31 indicators on ERS	

<b>UNDAF Area of Cooperation 1: PROMOTE GOOD GOVERNANCE AND THE REALIZATION OF RIGHTS</b>				
<b>Expected UNDAF Outcome #2: Enhanced capacities of key national and local institutions for improved governance</b>				
<b>Component Goal</b>	<b>Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability in the formulation and delivery of pro-poor planning and policies.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
	Enhanced capacity in the MoF for donor cooperation and tracking of resource inputs	Support to the preparation of an aid coordination policy  Effective monitoring and evaluation system tracking and reporting on the use and application of public resources	Draft Kenya External Aid Policy (KEAP) in place awaiting government approval. Database to manage donor flows installed. ERD website under developed. The project on economic reform monitoring broadened focus to overall policy analysis. Equipment (multi-user server installed ) and staff trained.	
	Strengthened capacity of KACC	No. of staff trained  No. of corruption cases investigated	TRAG (Training, Research, Advocacy and Governance) trainings implemented successfully and graduation held in December 2006 for 140 officials from diverse key institutions in public sector and civil society.  Increased publicity and discussions on corruption cases.	
	Financial management systems developed for GOK and civil society organizations	Financial integrity and monitoring system, statements of recommended auditing practices (SORAAPS) developed.	A key element of the Public Financial Management reforms eg roll out of IFMIS	
	Anti corruption sensitization and awareness raising for civil service, civil society and private sector	No. of civil servants trained/ sensitized  No. of CSOs and private entities sensitized  Anti-corruption civil society forums conducted  Public anti-corruption campaigns conducted  IEC materials developed and disseminated	Anti-corruptions campaigns undertaken, under various auspices,; however this is attributable to various Ministries and agencies and partners, not directly to UNDP.  Through the TRAG training, several participants were able to work on implementing anti-corruption plans in their respective institutions.	

<b>UNDAF Area of Cooperation 1: PROMOTE GOOD GOVERNANCE AND THE REALIZATION OF RIGHTS</b>				
<b>Expected UNDAF Outcome #2: Enhanced capacities of key national and local institutions for improved governance</b>				
<b>Component Goal</b>	<b>Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability in the formulation and delivery of pro-poor planning and policies.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
2. Promotion of culture of constitutionalism <b>Indicators</b> No. of laws enacted or amended per annum No. of popular versions of constitution disseminated (English and Kiswahili) No. of people trained in civic education	Capacity building for selected parliamentary committees in order to strengthen the national assembly's ability to undertake oversight functions. Capacity building for parliamentary staff	Decrease in no. of backlog bills pending  Support facilities strengthened  Increased loans absorption capacities in selected government ministries	No project reviewed targeting this output so far.	<b>Election Programme</b> (Referendum audit + evaluation)
	Amendment and enactment of laws in support of the new constitution and increased public awareness on constitutional issues and democratic rights	No. of laws amended in line with the new constitution  No. of laws enacted to support the new constitution  Translation of the new constitution in popular versions  Development and implementation of civic education programmes on the new constitutions  Production and distribution of IEC materials on the new constitutions  Training and publicity materials developed  Voter education curriculum and training materials developed.	Support done through the CSOs to support civic education throughout the country.  Publicity and voter education materials were produced.  New constitutions translated into popular versions in Kiswahili and English. Gazette Supplements provided in the Daily Nation. Distribution done widely across the country.  IEC materials produced on the new constitutions.	

<b>UNDAF Area of Cooperation 1: PROMOTE GOOD GOVERNANCE AND THE REALIZATION OF RIGHTS</b>				
<b>Expected UNDAF Outcome #2: Enhanced capacities of key national and local institutions for improved governance</b>				
<b>Component Goal</b>	<b>Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability in the formulation and delivery of pro-poor planning and policies.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
3. Strengthened national capacity for the administration of justice and promotion of rights  <b>Indicators</b>  No. of judicial officers trained  National plan of action in place  No. of meetings held by the KNCHR  No. of court cases heard	Capacity built up within the KNCHR  Support for the adoption of policies that advance the realization of HR  Strengthened capacity of the judicial system to advance HR through more efficient processing of justice  Enhanced public awareness on human and women rights  Reduced crime and cause of crime in Nairobi through a multi-sectoral and partnership approach.	KNCHR staff trained  National plan of action for promotion and protection of HR  No. of meetings held by the KNCHR  No. of bills passed in order to comply with International Treaties and conventions that Kenya has ratified  No. of judicial officers trained  No. of judicial entities atomized  No. of court cases heard and concluded  Gender responsive training materials for the judiciary  Small claims dispute mechanisms developed  Publicity and training materials on HR including gender based violence developed  No. of gender friendly police units established  HR training manual for training parliamentarians developed and implemented  Development and implementation of a Nairobi citywide crime prevention strategy action plan.	The National Policy and Action Plan on Human rights for Kenya is in the process of being formulated. The process was launched in October 2006 at a national conference with stakeholders, in a collaboration between Government and civil society.  Training done by ICJ to magistrates Collaboration with the judiciary has improved through the Kenya Judges Magistrates Association.  Small claims court bill drafted but yet to be legislated.  Paralegal training turn by LRF and paralegal networks established.  Gender friendly police units established but no project reviewed dealing directly with this output.  However, a key reform is the plans by the Police Force to establish gender desks in all police stations and this is being rolled out.  No project reviewed dealing with insecurity. Security component	<b>Justice Law and Human Rights</b> - Ministry of Justice and constitutional Affairs - KNCHR-NAP -National Civic Education Programme II -KACC Phase II -KHRC -ICJ-Paralegal, Judicial reforms -Access to rights-UNDP -PAT -RPP -Kituo Cha Sheria -CLARION -Human Rights Assisting Communities -Mainstreaming Disabilities -ActionAid -HURIST (new) -Water governance -KNCHR-UNDEF

<b>UNDAF Area of Cooperation 1: PROMOTE GOOD GOVERNANCE AND THE REALIZATION OF RIGHTS</b>				
<b>Expected UNDAF Outcome #2: Enhanced capacities of key national and local institutions for improved governance</b>				
<b>Component Goal</b>	<b>Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability in the formulation and delivery of pro-poor planning and policies.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
4. Strengthened capacity for promoting decentralized and participatory planning	Improved enabling policy environment for decentralized participatory development, capacity built for selected local authorities to undertake their duties more effectively	<p>Devolution policy drafted and adopted</p> <p>Local government Act draft reviewed finalized and adopted</p> <p>Financial management system for local authorities developed and implemented</p> <p>Training and exposure visits for local authorities undertaken</p>	Under the UNVIS project, national stakeholders workshop held in October 2006 on enhanced delivery of the MDGs in the 8 Millennium districts, with participation of district based officials and MoPND HQ officials, and through which recommendations made to GOK for coordination of programmes at the district, and to achieve district based planning, budgeting and M&E, thus promoting outcome of decentralized and participatory planning.	<b>Empowerment of Youth</b> -Youth Empowerment Strategy MOYA -Youth leadership-Youth Agenda
	Improved legal environment for CSOs	NGO policy finalized and adopted, monitored and adopted	<p>The process on formulation of “The National Policy and Action Plan on Human Rights for Kenya” officially launched in Oct 2006 at the National Conference.</p> <p>Challenges in the NGO sector due to wrangles in the NGO Council and NGO Policy not yet finalized.</p>	
	Enhanced community level consultations, implementation and follow-up in selected communities in 8 districts through improved access to information and other strategic resources	<p>Districts Information and Documentation centers operationalised.</p> <p>Intermediation support to community based organizations to access existing sources of funding and prepare good proposals.</p>	<p>DIDCS established and operational in 8 districts. UN volunteers very instrumental in this process. Capacity of the district GOK staff enhanced on ICT, enhanced service delivery of MDGs and training on KenInfo.</p> <p>NGOs accessing information from DIDCS for networking, research and decision-making purposes in the districts. KenInfo supporting process through CBS</p>	



<b>UNDAF Area of Cooperation 1: PROMOTE GOOD GOVERNANCE AND THE REALIZATION OF RIGHTS</b>				
<b>Expected UNDAF Outcome #2: Enhanced capacities of key national and local institutions for improved governance</b>				
<b>Component Goal</b>	<b>Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability in the formulation and delivery of pro-poor planning and policies.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
5. Enhanced capacity for effective gender mainstreaming in programmes and policies.	Development and adoption of gender mainstreaming guidelines and indicators, gender mainstreaming capacity for ministries enhanced	<p>Gender mainstreaming guidelines and indicators developed</p> <p>No. of staff from key ministries trained</p> <p>No. of staff from gender division trained</p> <p>Strategic plan for the gender division implemented</p> <p>No of government ministries developing and implementing gender responsive policies/programmes</p>	<p>Project to realize objective done in collaboration with UNIFEM.</p> <p>Gender mainstreaming guidelines and indicators developed.</p> <p>3 training sessions done in Nairobi and Mombassa with 86 pax.</p> <p>Gender division elevated to gender department with strategic plan however not clear if support was from UNDP.</p> <p>Mainstreaming slowly taking shape in government ministries..</p>	<p><b>Gender Programme</b></p> <p>-FIDA</p> <p>-Women and Entrepreneurship Project</p> <p>-Gender training for UNDP country office</p>
	Capacity building for CSO and private sector for effective gender mainstreaming	<p>No. of organizations sensitized</p> <p>No. of CSOs developing and implementing gender responsive policies and programmes</p>	CSOs sensitized on gender however, number not available. UNDP staff trained on gender responsive programming.	
	Establishment and capacity building for the National Commission for Gender and Development	<p>National commission on Gender and Development established.</p> <p>Strategic plan for National Commission on Gender and development</p>	<p>3 policy consultations held with Ministry of Gender, Sports, Culture and Social Services</p> <p>Gender policy developed by Ministry of Gender.</p> <p>Sessional Paper on Gender equality and development prepared.</p>	
6. Enhanced role of media and information in national development	A national information and communication policy developed	Policy in place and implemented	<p>No project reviewed dealing with IEC</p> <p>Could move to Strategic Outreach</p>	<b>E-Government, OP</b>
	National information framework enhanced	Number of National and District information and media officers trained.		

### 3. SECURITY

<b>UNDAF Area of Cooperation: CONTRIBUTE TO THE REDUCTION OF THE INCIDENCE AND MITIGATION OF THE PSYCHOSOCIAL AND ECONOMIC IMPACT OF HIV/AIDS, MALARIA AND TB.</b> <b>Expected UNDAF Outcome #3: Reduce further spread of HIV/AIDS and improve quality of life of those affected by HIV/AIDS</b>				
<b>Component Goal</b>	<b>To efficiently and effectively reduce the risks from potential future hazards, improved disaster response, and reduce disaster impact related to conflict, natural disasters and HIV/AIDS</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
1.Enhanced political awareness and community ownership and participation in the planning, implementation and monitoring of HIV/AIDS programmes  <b>Indicator</b> -No. of community based structures implementing HIV/AIDS programmes -% of selected officials in favour of HIV testing increased by one third viz baseline sample	Training of at least 60% of MPs and local government officials within their constituencies on HIV/AIDS and leadership for results	120 MPs and 60% local government officials within their constituencies trained on HIV/AIDS and leadership  60% of community based structures in selected districts implementing HIV/AIDS programmes	60 % Local government officials were trained. MPs also trained but number not indicated.  Leadership training guidelines developed and taken to constituencies.  IEC sub committee at NACC monitoring progress on IEC materials for HIV/AIDS	Advocacy and policy dialogue on implementing HIV/AIDS mainstreaming policy.  Mainstreaming of HIV/AIDS mitigation in key sectors
	At least 40% of MPs raise matching funds for UNDP micro-interventions in support of WFP food for people living with AIDS programmes	50% of selected districts with policy, financial and political commitment for HIV programmes	No evidence indicates matching funds commitment by MPS.	Review and recommendation of mechanism for district/constituency based planning and resource mobilization.  Capacity building for CBOs  Training of key staff from various sectors in mainstreaming HIV/AIDS

<b>UNDAF Area of Cooperation: CONTRIBUTE TO THE REDUCTION OF THE INCIDENCE AND MITIGATION OF THE PSYCHOSOCIAL AND ECONOMIC IMPACT OF HIV/AIDS, MALARIA AND TB.</b> <b>Expected UNDAF Outcome #3: Reduce further spread of HIV/AIDS and improve quality of life of those affected by HIV/AIDS</b>				
<b>Component Goal</b>	<b>To efficiently and effectively reduce the risks from potential future hazards, improved disaster response, and reduce disaster impact related to conflict, natural disasters and HIV/AIDS</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
2.Impact mitigation  <b>Indicator</b>  No. of people living with HIV/AIDS receiving adequate care and support increased by 10%	People living with AIDS supported through effective programming synergy with WFP and UNICEF	Increase the number of strategies developed and implemented  Availability of VCT services for special populations/camps/institutions with VCT	CRIS enabled NACC developed National N&E system for HIV/AIDS. However, Institutions that are involved still need strengthening.  Community projects have been implemented in Busia and Siaya districts with success in community involvement in HIV/AIDS interventions. The strengthening of CICs and emergence of God will ambassadors attest to this.  Schools have been involved in various activities in these districts and PLWAs and OVCs supported.  GIS mapping for HIV/AIDS done and 96 indicators developed. However the exercise is very expensive and information not readily available.  Interventions on HIV/AIDS mitigation done in the transport sector.	Strengthening national and regional networks of PLWAs.  Establishment of PLWA website for advocacy  Monitoring and documentation of sustainability of community based projects previously funded by UNDP.
	Mechanisms/structures for targeting IDPS, refugees and other special populations and uniformed personnel	Increase in number of vulnerable population accessibility to information on HIV/AIDS	This could be possible through IEC information available but no direct evidence point to the same.	

<b>UNDAF Area of Cooperation: CONTRIBUTE TO THE REDUCTION OF THE INCIDENCE AND MITIGATION OF THE PSYCHOSOCIAL AND ECONOMIC IMPACT OF HIV/AIDS, MALARIA AND TB.</b> <b>Expected UNDAF Outcome #3: Reduce further spread of HIV/AIDS and improve quality of life of those affected by HIV/AIDS</b>				
<b>Component Goal</b>	<b>To efficiently and effectively reduce the risks from potential future hazards, improved disaster response, and reduce disaster impact related to conflict, natural disasters and HIV/AIDS</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
3.Increased capacity for effective and efficient disaster prevention and management at all levels  <b>Indicator</b>  At least 20 most affected communities with NGO partners engaged in disaster risk reduction	Reviewed national draft policy on disaster management and implementation plan in place  Increased no. of local authorities and districts with capacity on disaster management, early warning and vulnerability assessment  Increased no. of community institutions participating in disaster preparedness, prevention and mitigation activities  Host communities with productive capacities and ability to respond and mitigate the effects of drought and conflict	At least 20 most affected communities with NGO partners engaged in disaster risk reduction  30% of local authorities and districts utilizing early warning and vulnerability assessment data in a timely manner  3 host communities engaged in sustainable IGA and with access to basic social services  Incidents of violent conflict in the areas of the three humanitarian camps reduced by 50%	National draft policy on disaster reviewed but awaiting government approval.  22 disaster prone districts trained of disaster and risk management.  40 Officers trained on aflatoxin management and awareness raising done in 8 districts.  Food for work and relief food provided for the most  Dadaab and Kakuma Host community projects undertaken but Lokichokio in preparatory phase. IGA attempts made through training on entrepreneurship.  Other partners mobilized by ALRMP to intervene.  Joint peace committees formed in Dadaab and Kakuma between refugees and host communities.vulnerable communities	Study tour for MPs to countries with successful disaster policy.  Construction of girls dormitories to improve access to education for girls.  Construction of classrooms, kitchens, dining halls and teachers' offices to raise the quality of education and access to education for the primary and secondary schools in the 3 host communities.  Provision of gensets, water tanks, water kiosks troughs and laying of pipes to increase access to water both for the population and the animals easily affected by droughts.  Emphasis on establishing a sustainable environment through tree planting, fencing, creation of catchments and general awareness raising in the communities in particular for the youth and women groups.  Income generating activities trainings and grants given to youth and women groups.

<b>UNDAF Area of Cooperation: CONTRIBUTE TO THE REDUCTION OF THE INCIDENCE AND MITIGATION OF THE PSYCHOSOCIAL AND ECONOMIC IMPACT OF HIV/AIDS, MALARIA AND TB.</b> <b>Expected UNDAF Outcome #3: Reduce further spread of HIV/AIDS and improve quality of life of those affected by HIV/AIDS</b>				
<b>Component Goal</b>	<b>To efficiently and effectively reduce the risks from potential future hazards, improved disaster response, and reduce disaster impact related to conflict, natural disasters and HIV/AIDS</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
<p>4.Increased capacity for conflict management and reduction of small arms proliferation.</p> <p><b>Indicator</b></p> <p>At least 3 institutions utilizing early warning and vulnerability assessment data in a timely manner</p>	<p>National and district capacities for conflict assessment and management enhanced</p> <p>National conflict management strategy developed</p> <p>Inclusive peace processes including peace dialogue, reconciliation initiatives and information campaigns in place,</p> <p>A comprehensive strategy and programme for armed violence reduction in pastoralist areas in Kenya developed</p> <p>National plan of action for reduction of illicit small arms and light weapons in place</p> <p>Security sector reforms policy implementation strategy developed and implemented</p> <p>Capacity and accountability of security enhanced.</p>	<p>15 NSC members and the NSC secretariat trained in conflict management and vulnerability assessment</p> <p>Mechanisms for data collection, analysis and dissemination on conflict and small arms and light weapons established</p> <p>National conflict management strategy circulated to all stakeholders</p> <p>Kenya's contribution to Great Lakes Peace Conference and Nairobi Summit on Land Mines successfully included</p> <p>20 most conflict affected communities actively involved in conflict management and small arms reduction</p> <p>Conflict building measures implemented in 20 most conflict affected communities</p> <p>20% reduction on proliferation of small arms</p> <p>Effective oversight function of the security sector</p> <p>Level of crime decreased</p> <p>Security of citizens and levels of conflict enhanced.</p>	<p>Projects done with NSC Secretariat but no evidence on results gathered</p> <p>No evidence on the National conflict management strategy.</p> <p>Local peace committees formed in conflict prone districts like Garissa</p> <p>Baringo Project on drought and conflict management implemented and successful</p> <p>Kenya contributed to the great Lakes Conference, which saw the signing of Peace Pact in the Region by Government Officials from the Region and strong leadership commitment for Peace.</p> <p>Garissa Project on reduction of violence success story but % reduction on illegal and small arms not clear.</p> <p>Security enhanced in places like Garissa but generally no evidence on overall improved security.</p>	<p>The new "armed violence and small arms reduction in pastoral communities in Kenya" project will cover 10 pastoral districts and run over 4 years. It is building on the success project of Garissa and will replicate the activities and maintain the programme. Institutional and partnership arrangements have been agreed with the government, UNDP and OXFAM GB. The project includes 6 components</p> <ol style="list-style-type: none"> <li>1.Awareness raising and education</li> <li>2.Livelihoods</li> <li>3.Water resource</li> <li>4.Weapons collection, storage and destruction</li> <li>5.Capacity building</li> <li>6.Cross border dialogue.</li> </ol>

## 4. SUSTAINABILITY

<b>UNDAF Area of Cooperation: TO CONTRIBUTE TO SUSTAINABLE LIVELIHOODS AND ENVIRONMENT</b> <b>Expected UNDAF Outcome #11: Effective community based management of natural resources</b>				
<b>Component Goal</b>	<b>To enhance the contribution of natural resource and environmental management to poverty alleviation and sustainable growth by integrating environmental issues into national development planning, promoting effective community based management of natural resources and expanding opportunities for sustainable production and income diversification.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
1.Integration of the environment and poverty into national policies and strategies <b>Indicators</b> National environment accounting and environmental impact assessment guidelines, state of environmental reports  No of consultative meetings	Policies, thematic action and strategic plans developed, reviewed and approved; national plans reviewed through the poverty environment initiative and better donor coordination	No of published policies, strategies and plans, mechanisms identified for integration of environment into national plans.  Clear institutional arrangement and guidelines	Final Draft Report on poverty-environment linkages produced. (PEI)  The draft strategy for plastic waste management for Nairobi developed.  Production of advocacy materials for sustainable pastoralism at global levels.  Materials and execution of and annual commemoration of World Day to Combat Desertification.	Development of tools for mainstreaming environment into development processes and development of solid waste management policy for urban areas.  Development of subsidiary legislations and regulations for implementation of new forest Policy and Act.
	Overall national policy framework and principles, and specific framework for forestry and wildlife sectors developed	3 policy frameworks for participatory natural resources management	An <b>operational forest policy</b> and legislation put in place	
	Environment management information system, tolls for integration of environment into MTEF,PER, guidelines and state of the environment reports developed	Environment standards, EIA guidelines, state of the environment reports, environment issues integral to MTEF planning, poverty environment indicators incorporated into monitoring systems.	Draft <b>Ozone Depleting Substances</b> regulations in advanced stages of approval.  Regulation / Standards approved and ready for gazettelement: <b>water quality</b> , <b>Conservation of biodiversity</b> and access to benefit sharing and <b>Waste management</b> . Final stages in reduction and eventual <b>phase out</b> of use of <b>methyl bromide</b>	



<b>UNDAF Area of Cooperation: TO CONTRIBUTE TO SUSTAINABLE LIVELIHOODS AND ENVIRONMENT</b>				
<b>Expected UNDAF Outcome #11: Effective community based management of natural resources</b>				
<b>Component Goal</b>	<b>To enhance the contribution of natural resource and environmental management to poverty alleviation and sustainable growth by integrating environmental issues into national development planning, promoting effective community based management of natural resources and expanding opportunities for sustainable production and income diversification.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
2. Improve community level of environment and natural resource governance and use, to build capacity and achieve local and national benefits in bio-diversity and land management, to support alternative livelihoods and sustainable IGA  <b>Indicator</b> Increase in the number of community governed resource management projects	Action plan prepared by communities for site specific projects on equity, access, sustainable use for generating benefits	No. of communities trained in generating action plans	Training for Foresters done 5th – 17th March '06.  At least 500 community members have received some training from the trained community trainers, Forest Department and ICIPE.  17,500 farmers trained on Farmer Field Schools.	Sustainable agriculture and land management particularly in semi-arid districts.  Wetland and integrated management of water resources to improve access to clean water and for agricultural production..
	Community experiences and expertise up-scaled to support locally relevant policy formulation in the areas of agriculture, water, bio-diversity and solid waste management	Lessons learned and good practices documented and presented to local and national government	A <b>graduation event</b> for farmers trained in Farmer Field Schools Narok encourages learning	
	Evaluation of land tenure systems to increase individual and/or joint ownership of land in targeted areas for better land management	Alternative sources of income increased and visibly improved land use in households participating in farmer filed schools programme.	Construction of <b>two marketplaces</b> completed at <b>Gede and Mwingi</b>  <b>Distribution of hives</b> among the groups undertaken, <b>250 in Arabuko Sokoke, 150 in Kakamega and 120 in Mwingi</b>  An agreement with a community group of 20 women from the Mwenge location to be cutting charcoal once a week, taking half home and leaving half in the conservancy (implemented June).	

<b>UNDAF Area of Cooperation: TO CONTRIBUTE TO SUSTAINABLE LIVELIHOODS AND ENVIRONMENT</b>				
<b>Expected UNDAF Outcome #11: Effective community based management of natural resources</b>				
<b>Component Goal</b>	<b>To enhance the contribution of natural resource and environmental management to poverty alleviation and sustainable growth by integrating environmental issues into national development planning, promoting effective community based management of natural resources and expanding opportunities for sustainable production and income diversification.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
	Improvement of rural livelihoods involving diffusion of appropriate land management innovations and techniques through local environment communities and Farmer Filed schools	Local levels of land degradation in economically marginal but high population growth in districts reversed in significant acreage.	Alternative and non- degrading form of land use <b>creating sustainable production of chalk and limestone implemented</b> in Northeastern province.  <b>Ecosystem management</b> plans developed for 3 pilot sites each 400km <sup>2</sup> and used by the community to manage the area	
	Improvement of local resource use in arid and semi-arid districts to combat land degradation and desertification		Practical Action and UNDP launch <b>4 waste recycling</b> centred in strategic parts of Nairobi.	
	Increased sanitation levels and improved livelihoods through sustainable solid municipal waste management activities in the urban areas with particular emphasis on the informal settlements.	% increase in waste recycling based on income generating activities in Nairobi.	Development of a <b>framework for integration of energy</b> considerations into <b>national development planning</b> tools.  <b>Energy efficiency</b> incorporated in <b>Energy Policy</b> .	

<b>UNDAF Area of Cooperation: TO CONTRIBUTE TO SUSTAINABLE LIVELIHOODS AND ENVIRONMENT</b>				
<b>Expected UNDAF Outcome #11: Effective community based management of natural resources</b>				
<b>Component Goal</b>	<b>To enhance the contribution of natural resource and environmental management to poverty alleviation and sustainable growth by integrating environmental issues into national development planning, promoting effective community based management of natural resources and expanding opportunities for sustainable production and income diversification.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
3. Development and distribution of sustainable energy services to meet household needs, to offer income generating and employment opportunities and to service all sectors in the economy	Sustainable energy strategies, action plans and pilots that support broader development goals and objectives, including information tools and development of standards and regulations	No. of policies strategies and pilots  No. of tools developed  No. of target groups reached  No. of standards and regulations developed and enforced	<b>Comprehensive energy Atlas produced</b> and continually being updated.  <b>Development of a draft energy cross-sector road map</b> detailing the energy requirements for the priority sectors and the way forward.  <b>Development of a system to track energy services and their impact on poverty eradication</b> and sustainable development, with clear linkages to MDGs in the context of the MDG needs assessment and investment exercise being undertaken as part of the Millennium Project.  <b>Guide for energy efficiency and conservation</b> prepared in consultative process and launched in March 2006.	Up scaling access to clean and sustainable energy services in Kenya and East Africa region.
	Capacity built for investment and resource mobilization for sustainable energy options	No of tools developed  No. of target groups reached  No. of new initiatives developed as a result	<b>Over 1200 people trained</b> on capacity building on SME and increased awareness of energy efficiency possibilities.  <b>8 experts received Certified Energy Manager (CEM) certification</b>	

<b>UNDAF Area of Cooperation: TO CONTRIBUTE TO SUSTAINABLE LIVELIHOODS AND ENVIRONMENT</b>				
<b>Expected UNDAF Outcome #11: Effective community based management of natural resources</b>				
<b>Component Goal</b>	<b>To enhance the contribution of natural resource and environmental management to poverty alleviation and sustainable growth by integrating environmental issues into national development planning, promoting effective community based management of natural resources and expanding opportunities for sustainable production and income diversification.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
4.Domestication of Global Conventions through projects development to build capacity of institutions at all levels and achieve its commitments towards global agreements on environment	Intervention projects on climate change and reduction of green house gases emissions	No. of industries undertaking energy conservation and efficiency measures  Quality of GHG saved	<b>A National Cleaner production network</b> was launched on 9 <sup>th</sup> March 2006. 5 Industries utilising renewable energy and more being engaged.  <b>MOU</b> with Ministry of Environment and Natural Resources <b>regarding the Terminal Phase out Management Plant project for CFC</b> . This targets <b>total phase out of CFC by to 2010</b> .	<b>Sustainable management of forestry and biodiversity.</b>
	Management of International Waters and other water bodies projects realized	A large regional marine project covering the Eastern Africa water bodies realized	<b>A large Marine Ecosystem</b> Project was formulated and being implemented with the Kenya fisheries marine research institute based at the coast.  <b>Sensitivity mapping</b> at the Kenyan coast has also been put in place and <b>generated a number of sensitivity maps</b> .	

<b>UNDAF Area of Cooperation: TO CONTRIBUTE TO SUSTAINABLE LIVELIHOODS AND ENVIRONMENT</b>				
<b>Expected UNDAF Outcome #11: Effective community based management of natural resources</b>				
<b>Component Goal</b>	<b>To enhance the contribution of natural resource and environmental management to poverty alleviation and sustainable growth by integrating environmental issues into national development planning, promoting effective community based management of natural resources and expanding opportunities for sustainable production and income diversification.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
	Phasing out ozone depleting substance project operationalised	Quality of ozone depleting substances saved	<p>Harmonization of <b>Ozone Depleting Substances phase out in Africa region</b> and learning from each other on best strategies to adopt in the region to obtain maximum ODS phase out. Integrated regional compliance to the provisions of the Montreal Protocol and the Vienna convention</p> <p>At least <b>20% of Green House Gas emission reduction</b> realised out of a target of 30%.</p>	
	Intervention projects on sustainable management of bio-diversity and land degradation realized	No. of projects addressing land degradation and or bio-diversity realized.	<p>Nairobi River Basin Project-<b>5 projects addressing various aspects of river basin degradation and biodiversity.</b></p> <p><b>Dry land Forest Management</b> project formulated.</p> <p>Botanical and Zoological Taxonomic Networks <b>BOZONET</b> project launched during the period.</p> <p>Completed a medium sized coastal and partnerships for local constituencies formulated and submitted.</p>	

## 5. STRATEGIC OUTREACH

<b>UNDAF Area of Cooperation 1: PROMOTE GOOD GOVERNANCE AND THE REALISATION OF RIGHTS</b>				
<b>Expected UNDAF Outcome #2: Enhanced capacities of key national and local institutions for improved governance</b>				
<b>Component Goal</b>	<b>Strengthened capacity of key institutions for enhanced efficiency, effectiveness, transparency and accountability in the formulation and delivery of pro-poor planning and policies.</b>			
<b>Programme Outcome</b>	<b>Expected Outputs</b>	<b>Output Targets</b>	<b>Key Results So Far</b>	<b>Areas of Future Intervention</b>
Improved capacities for pro-poor planning, budgeting and policy formulation, monitoring and evaluation amongst decision makers in Kenya for resource mobilization and advocacy	Production and dissemination of annual, gender responsive NHDR, MDGR, NLTPS, DCR, CG and other economic progress reports for upstream policy dialogue.	Report produced annually and of good quality	<p>NHDR produced annually since 2004.</p> <p>GHDR launched locally</p> <p>2 MDGR reports produced</p> <p>DCR produced annually since 2004</p> <p>CG meetings held periodically.</p> <p>NLTPS done before, this and continued support by UNDP to long term planning processes like the MDGs hopefully have shaped the thinking behind Vision 2030.</p>	<p>Yearly HDR that are thematic and the NHDR.</p> <p>Inequality sector wide report focusing on MDGs.</p> <p>The PEAP focusing on administrative issues.</p> <p>Communication strategy both UNDP and government</p>

## ANNEX B: TERMS OF REFERENCE

### 1. INTRODUCTION

- 1.1 The Country Programme Action Plan (CPAP) is a five-year framework defining mutual development cooperation between the Government of Kenya and UNDP, covering the period 2004-2008. The CPAP is based on development challenges identified in the UN Common Country Assessment 2001 and the UN response as outlined in the United Nations Development Assistance Framework (UNDAF), which in turn takes account of the conventions and the Millennium Development Goals, as well as the lessons learnt from the previous Country Cooperation Framework experience (1999-2003).
- 1.2 The UNDP CPAP 2004-2008 was developed and signed in April 2004 to respond to Kenya's development priorities and to support and supplement the national efforts at solving the most important problems of economic development and to promote social progress and better standards of life. The programme was developed to further the country's realization of the Millennium Development Goals and linking the global goals of major UN conventions and summits with national goals, through the UNDAF.
- 1.3 The CPAP aims to contribute to the achievement of the commitments of the Government as reflected in the Poverty Reduction Strategy (PRSP) 2001-2004, National Development Plan (2002-2008), the NARC Government Manifesto, and Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) (2003-2007) and the realization of the goals articulated in the UN Development Assistance Framework (UNDAF) and respond to the commitments endorsed under the MDGs.
- 1.4 The UNDAF, under which the UNDP CPAP is based, recognized four areas of UN/Kenya Government Cooperation. These are:
  - Promote good governance and the realization of rights
  - Reduce the incidence and socio-economic impact of the social and economic impact of HIV/AIDS, Malaria and Tuberculosis.
  - Strengthen national and local systems for emergency preparedness, prevention, response and mitigation.
  - Contribute to sustainable livelihoods and environment.
- 1.5 These areas of cooperation are in line with Government policies and priorities as spelled out in the PRSP, ERSWEC as well as the MDGs and are in line with the overall Government's commitment to reduce poverty and spur economic growth.
- 1.6 The Country Programme Action Plan (CPAP) and the Annual Work Plans are programmatic instruments representing major new ways of doing business for UNDP. Annual Work Plans (AWPs) are activities within programmes identified in the CPAP.
- 1.7 UNDP contributes to Kenya's development through the following four key programmatic component goals. The first is to help Kenya offer **expanded opportunities** to its poor, by facilitating a productive investment-inducing socio-economic environment for the private sector (legal, regulatory, analytical, prospective, trade negotiations, professional skills and management training) to create jobs and eventually to expand the number of stakeholders in the socio-economic development of the country. The second is the **enhanced empowerment** of Kenya's citizens through effective participation in decision-making processes (diagnosis, design and implementation of development related interventions, improved political and legal basis for the operation of transparent public institutions, greater influence of communities over public resources and services, and greater equity) to ensure that access to expanded opportunities becomes irreversible. The third goal is to help the Government of Kenya guarantee better levels of **security** to its people so that their empowerment and opportunities cannot be compromised by unforeseen threats, including in particular i) security from HIV/AIDS and related illnesses, ii) security from unpredictable climate related disasters; and iii) security from man-made conflicts and tensions which result from increased competition for scarce resources, whether in the impoverished arid and semi arid lands or in the sprawling urban and sub-urban areas, which all impact negatively on the social and financial capital of the poor and on investment and job creation. The fourth and last goal is to ensure the long-term **sustainability** of the Kenyan nation and build on the three previous goals by reversing the erosion of its resource base – forests in water catchment areas need to be preserved at all costs, the energy requirements of the nation must be met, at a competitive and self-sustaining pace, and biodiversity must be buttressed, so that jobs, empowerment and security can also be enjoyed by future generations. UNDP's support to Kenya is undertaken in collaboration with various partners including the Government, donors, civil society organizations, private sector and UN agencies.
- 1.8 The Country Programme Action Plan defines the broad outlines of the goals that the Government of Kenya and UNDP jointly subscribe to, within agreed financial parameters. Programme components are organized by outcomes. Achievement of the outcomes identified in the present Country Programme Action Plan requires the



production of indicative programme outputs, which are also provided in the CPAP document. Activities needed to produce these outputs are organized on a yearly basis and described in annual work plans.

- 1.9 At mid point in the implementation of CPAP, it is necessary to undertake an independent mid-term review of the programme in November 2006. This review is intended to provide concrete and specific recommendations to guide the next period of programme implementation and contribute towards improving its performance and achieving results and outcomes for greater sustained benefit and impact. The results of the mid-term review are also intended to inform the UNDP programme of support to development in Kenya 2008-2011, based on development partners Joint Assistance Strategy (KJAS).

## 2. OBJECTIVES OF THE REVIEW

- 2.1 The general objective of the mid-term review is to assess the implementation of CPAP in order to identify achievements, shortcomings and lessons learned, process improvements and program opportunities and when necessary recommend mid-course adjustments to improve performance and increase sustainable development impacts and benefits.
- 2.2 Under the overall supervision of the UNDP CO and in close collaboration and consultation with other concerned entities (the government coordinating authority, the implementing agents), the consultants will undertake a mid-term review of UNDP CPAP implementation and a number of associated Annual Work Plans as agreed upon with the Heads of Programme Units and DRR (P). In the context of the above stated purpose, the mid-term review exercise will address three programme components (a) Opportunities (b) Security, and, (c) Sustainability, with a focus to the links between CPAP outputs, outcomes and indicators and the UNDAF outcomes. The parallel Outcome evaluation exercise will supplement the mid-term review exercise in the areas of (i) Empowerment and (ii) the MDGs components.
- 2.3 The mid term review will cover performance under the following terms:
  - i. Its development impact and sustainability of that impact;
  - ii. Its relevance to Kenya's pursuit of the MDGs, the targets of ERS and the National Poverty Reduction strategies and other development commitments;
  - iii. Its positioning with the development community
  - iv. The efficiency and effectiveness of CPAP in delivering its intended outputs and outcomes through the annual indicative targets to track progress.
  - v. Key results achieved against these outputs/objectives during 2004-2006.
  - vi. Identification of lessons learnt in promoting results and to see what consequences these lessons will have for the UNDP dialogue with the KJAS
  - vii. To analyze the comparative advantage of UNDP in supporting reforms
  - viii. The main challenges
  - ix. Prepare a technical report covering the areas above, including recommended changes and areas for action.
  - x. Prepare and make a presentation of the findings at a stakeholder meeting.

## 3. SCOPE OF WORK (review done for each components)

- 3.1 An assessment through desk review of documents and consultation with various stakeholders) to identify strengths, weaknesses, opportunities and how best the programme components can achieve their goals and objectives and effectively track the progress.
- 3.2 Using all relevant documents, the mid-term review team will assess and determine whether the goals and objectives of the programme by component are still relevant and can be achieved given available resources. It will also assess the modalities used for each component to determine whether they are the most appropriate and effective
- 3.3 The mid-term review will focus on the implementation of the programme components in order to take stock of the quantity, quality and timeliness of achievements, compare them with what was planned, identify the impediments in implementing the program and its activities, what went well in achieving the outputs and outcomes.
- 3.4 The review will examine the instruments used for planning activities and monitoring implementation (e.g. annual or quarterly work plans and budget, quarterly reports and other progress reports) to determine their appropriateness and usefulness.
- 3.5 Make comments on the significance of the findings for the KJAS.
- 3.6 The CPAP mid-term review consultant will have an **International backstopping** support for quality assurance of the final report.

#### **4. PHASES OF MID-TERM REVIEW AND DELIVERABLES**

##### **4.1 Table 1: Mid-term Review and deliverables**

Table 1 on next page attempts to present the 3 phases of the Review: (i) planning, (ii) Mid-term review proper, and (iii) post-Review while outlining the activities, deliverables, time frame and responsible person/s in carryout out the activities. This will be further reviewed and revised when necessary, during the planning workshop.

##### **4.2 A suggested format for the mid-term report includes:**

- Executive summary
- Table of contents
- Body of the report which shall include the following:
  - Introduction
  - Analysis of the situation with regard to achievement of programme outcomes and outputs with verifiable indicators, key achievement and constraints, partnership strategies,
  - The scope of work, methodology, team composition,
  - Review findings (including best practices and lessons learnt),
  - Conclusions and recommendations with list of priority actions,
  - Appendices: TORs, work plan per component, documents reviewed and list of persons met and contact details.

#### **5. IMPLEMENTATION ARRANGEMENTS and LOGISTICS**

5.1. The mid-term review team is to be supervised by UNDP staff who will coordinate the field work and the provision of adequate and timely logistical support and resources to include:

- a. Office space within UNDP - (consultants are expected to have their own laptops and mobile telephones);
- b. Transport for the meetings duration of the mission, and
- c. Facilities for making official calls and appointments, organizing meetings, and printing, photocopying or faxing reports or documents;

5.2 Relevant documents and reports and meeting appointments will be facilitated by UNDP programme Units;

5.3 The mid-term review is will be undertaken for a maximum of 16 working days.

#### **6. TIMELINE FOR THE MID-TERM REVIEW**

6.1 The Mid-term review will take place starting early November 2006. A presentation of findings by the consultants to a stakeholder meeting will be planned for early December and the consultants will then finalize the report and submit to UNDP by mid-December 2006.

#### **7. REFERENCE MATERIALS**

7.1 The mid-term review consultant should study the following documents among others:

1. UNDP Handbook on Monitoring and Evaluating for Results
  2. UNDP Guidelines for Outcome Evaluators
  3. UNDP Results-Based Management: Technical Note
  4. Country Programme Action Plan (CPAP) for Kenya (2004-2008)
  5. Project Documents and relevant reports
- Other documents and materials related to the outcomes to be evaluated (from the government, donors, etc.)

## ANNEX C: KEY QUESTIONS

### Programme Officer and Implementing Partner

1. Please indicate (concisely & precisely) against each output the indicators achieved in the matrix provided for your project.

#### *Make precise comments on the following:*

2. Is there anything left to be done?
3. If the project is complete, what actions are to be taken in future?
4. What is your opinion about the quality of outputs produced so far? Give comments about the roles of Implementing Partners, Consultants in achieving the outputs.
5. What do you think is lacking (if any) towards achievement of the outputs?
6. Where specifically do you need help to realize the non-achieved outputs (if any)?
7. Is (was) the monitoring and evaluation mechanism used by UNDP effective in supporting your performance?
8. In relation to your project, what are the issues to be addressed as far as the GoK is concerned? What about the people of Kenya? With respect to achieving the *MDGs, ERS targets and the national poverty reduction*?
9. What are the *main challenges* you face (d)?
10. Any other comments that you feel need to call to attention during this MTR.

## **ANNEX D: PERSONS INTERVIEWED**

1. Mr. J.M.Imbwaga, District Commissioner, Garissa District.
2. Mr. Johnstone Limo, Officer Commanding Police Division, Garissa
3. Mr. Saadi Noor, Community Development Project Officer, ALRMP
4. Mr. Abdi Mohamed Ali, District Livestock Production Officer, Garissa
5. Dr. Mohamed Keynana, Support to Local Development Officer
6. Mr. Francis Wangombe Kariuki, Senior Monopolies Officer, Monopolies and Prices Commission
7. Mr. Henry Kuria Karanja, Project Officer, Legal Resources Foundation
8. Ms. Monica Mbaru, Executive Director, ICJ
9. Mr. Michael Nderitu, Program Officer, HRE, ICJ
10. Mr. Nichlolas Nginge, People's Participation for Equality Coordinator, ActionAid
11. Ms. Salome Kimata, Executive Director, UDEK
12. Mr. Tabson Andanje, IT Student UDEK
13. Mr. Evans Karanja, District Coordinator, UDEK
14. Ms. Eunice Gichungu, Accountant, UDEK
15. Mr. Vitalis Ragul, Corporate Communications Officer, CMA
16. Ms. Esther Maiyo, Assistant Manager, Finance, CMA
17. Ms. Stella Kilonzo, Compliance and Marketing Operations Officer, CMA
18. Mr. Paul Muthaura, Senior Legal Officer, CMA
19. Mr. Samwel Njoroge, Assistant Manager Marketing, CMA
20. Mr. Elly Oduol, Senior Assistant Resident Representative, UNDP
21. Ms. Pamela Matagaro, UN Volunteer PPDI, UNDP
22. Ms. Kelly Lee, Program Officer, UNDP
23. Ms. Elisabet Eklund, Program Officer, UNDP
24. Mr. Julio De Souza, Program Manager, UNDP
25. Ms. Charity Ndegwa, Program Officer, UNDP

## **ANNEX E: DOCUMENTS REVIEWED**

1. The United Nations Common Country Assessment for Kenya-2001
2. United Nations Development Assistance Framework (UNDAF) Kenya 2004-2008
3. The Government of Kenya/United Nations Development Programme (UNDP) Country Programme Action Plan 2004-2008
4. Millennium Development Goals (MDGs) Status Report for Kenya 2005
5. Delivering as One, Report of the Secretary Generals High Level Panel
6. UNDP role in a changing Aid environment: Direct Budget Support, SWAPs, Basket Funds, NY 2005
7. Kenya Joint Assistance Strategy, September 2006
8. Kenya External Resources Policy, November 2006
9. UNDP Annual Review Report 2004
10. UNDP Annual Report: 2004 and 2005
11. UNDP Technical Review Meeting Report September 2006
12. Outcome Evaluation Report, November 2006

Note: All other consulted publications can be found in the footnotes