



Independent
Evaluation
Office

United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION **KENYA**

ANNEXES

CONTENTS

ANNEX 1. TERMS OF REFERENCE	2
ANNEX 2. EVALUATION FRAMEWORK	17
ANNEX 3. PEOPLE CONSULTED	21
ANNEX 4. DOCUMENTS CONSULTED	25
ANNEX 5. PROJECT LIST	27
ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX	31

ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs) to capture and demonstrate evaluative evidence of UNDP's contributions to national development priorities, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and the country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP was able to adapt to the crisis and support country's preparedness, response to the pandemic and its ability to recovery meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

This is the second ICPE for Kenya, the previous one being conducted in 2013². The evaluation will be conducted in 2021 towards the end of the current UNDP programme cycle (2018-2022), with a view to contributing to the preparation of UNDP's new programme starting from July 2022 and the United Nations Sustainable Development Cooperation Framework 2022-2027. The ICPE will be conducted in close collaboration with the Government of Kenya and UNDP Regional Bureau for Africa.

¹ <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>.

² <http://web.undp.org/evaluation/evaluations/adr/kenya.shtml>

NATIONAL CONTEXT

Poverty, SDGs and Gender

Kenya has a young fast-growing population estimated at around 48 million³ in 2019, with an average age of 18, with half the population under the age of 25. Population growth has been around 3% over the past decades⁴, which was outpaced by national income growth, thereby elevating the per capita income over the past years. The UNDP Human Development Index 2020 ranks Kenya at 143 out of 189 countries (0.601), in the 'medium' human development category⁵, an improvement from its score of 0.599 in 2018. The proportion of the population living below the poverty line declined from 46% in 2005 to 36% in 2016⁶. Kenya's Gini coefficient (a measure of income inequality) was measured at 48.5 in 2015, the highest among East African countries, which has not decreased significantly in recent years⁷.

Kenya has a Gender Inequality Index value of 0.518 in 2019, ranking it 126 out of 189 countries. The index, which has somewhat decreased since 2015 (0.537) is a composite measure capturing health, empowerment and labor market participation⁸.

While the country has made progress across some of the SDGs, current data from the Sustainable Development Report (Sachs et.al, 2020⁹), shows that major challenges remain in order for Kenya to achieve most of the SDG targets. The report shows achievement of only one SDG (13, Climate Action) with challenges across 7 SDGs (SDG 4,5,8,12,14,15 and 17). Nine SDGs have major challenges including a number of key SDGs such as SDG 1, No Poverty, SDG2 Zero hunger and 3 Good Health and well-being.

Economy and employment

Kenya's economic growth rate has been increasing gradually over the past decade, with annual rates between around 5.7% and 6.3% between 2015 and 2019¹⁰. Agriculture remains the backbone of the economy, contributing about 34.5% of GDP and employing 61% of the labor force¹¹. It also accounts for 65% of the country's exports of goods, such as tea, coffee and cut flowers. Over 75% of agricultural output is from small-scale, livestock production or rain-fed farming, while only around 10% of land cover is under irrigation¹². The service and industry sectors make up respectively around 47.5% and 17.8% of GDP and employ around 32.2% and 6.7%

³ Kenya VNR 2020 (p. 38) https://sustainabledevelopment.un.org/content/documents/26360VNR_2020_Kenya_Report.pdf based on data from the 2019 Kenya Population and Housing Census Results <https://www.knbs.or.ke/?p=5621>

⁴ https://databank.worldbank.org/views/reports/reportwidget.aspx?Report_Name=CountryProfile&Id=b450fd57&tbar=y&dd=y&inf=n&zm=n&country=KEN

⁵ <http://hdr.undp.org/sites/default/files/hdr2020.pdf>

⁶ Kenya Integrated Household Budget Survey (KIHBS) 2015-2016, Kenya National Bureau of Statistics, 2018

⁷ https://www.oecd.org/dev/inclusivesocietiesanddevelopment/Social_protection_in_East_Africa.pdf

⁸ Human Development Reports data - <http://hdr.undp.org/en/indicators/68606>

⁹ <https://dashboards.sdgindex.org/profiles/ken>

¹⁰ Kenya VNR 2020 (p.9) https://sustainabledevelopment.un.org/content/documents/26360VNR_2020_Kenya_Report.pdf

¹¹ CIA World Fact Book <https://www.cia.gov/the-world-factbook/countries/kenya/#economy>

¹² IFAD COSOP 2019 (p.5 and 17) <https://webapps.ifad.org/members/eb/128/docs/EB-2019-128-R-19.pdf>

of the labor force¹³. In recent years, economic growth has mainly been driven by the services sector, as agricultural productivity stagnated¹⁴.

According to the World Bank¹⁵, 9 million people are expected to enter the labor force between 2015 and 2025. The country has had difficulty meeting the demand for jobs. Youth unemployment, at 7.2% in 2019, has decreased over the past 10 years but still remains higher than for the total workforce which stands at 2.9%¹⁶. Youth are also more likely to work in sectors and occupations with lower productivity and lower earnings¹⁷.

Peace, Security and Governance

In the early 2000s a consultative process began for constitutional reform, which resulted in the 2010 constitutional enactment. One of the significant changes brought in 2010 was the establishment of 47 county governments which were assigned a degree of self-governance, fiscal autonomy and provision of services (e.g. healthcare, primary education, water and agriculture services and others). The devolution process aims at strengthening democratic governance from the national to local levels and thereby improving local governance and service delivery through responsive institutions.¹⁸

Elections in 2007 experienced post-election violence in the capital and some regions as the election was disputed by opposition parties. The presidential elections in 2013 and 2017 witnessed some violence, with the opposition contesting their outcomes in the supreme court. The next elections are due in the country in 2022 and political divisions remain. The Mo Ibrahim Index (an assessment of quality of governance) for Kenya was measured at 58.5 in 2019 with only marginal changes since 2015. According to this index Kenya ranks 14th out of 58 African countries, and 2nd within the countries of the East African Community. According to Transparency International estimates, Kenya is losing about 7.8% of GDP to corruption yearly despite a marginal improvement.

On peace and security, several areas in Kenya remain vulnerable to inter- and intra-communal conflicts, violent extremism and an increased threat of terrorism. Although Kenya's Global Terrorism Index ranking stands at 5.64 in 2019, with a marginal improvement since 2018, it remains below its 2015 value of 6.66, as a result of increasing threats particularly from the Al Qaeda-affiliated Al-Shabaab. In Kenya terrorism deaths attributed to Al-Shabaab increased by 83 per cent in 2019. Although there remain episodic terrorist attacks that have led to deaths in the recent past, they still remain lower than 2014, when the group killed 256 people.

¹³ CIA World Fact Book <https://www.cia.gov/the-world-factbook/countries/kenya/#economy>

¹⁴ World Bank, Kenya Country Diagnostic 2020 (p.11)

<http://documents1.worldbank.org/curated/en/531731600090213005/pdf/Kenya-Systematic-Country-Diagnostic.pdf>

¹⁵ World Bank, Kenya Country Diagnostic 2020 (p.15)

<http://documents1.worldbank.org/curated/en/531731600090213005/pdf/Kenya-Systematic-Country-Diagnostic.pdf>

¹⁶ World Bank data portal, based on ILOSTAT database <https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=KE>

¹⁷ <http://documents1.worldbank.org/curated/en/531731600090213005/pdf/Kenya-Systematic-Country-Diagnostic.pdf>

¹⁸ <http://documents1.worldbank.org/curated/en/531731600090213005/pdf/Kenya-Systematic-Country-Diagnostic.pdf>

Environment

Kenya's economy is highly dependent on its natural resource base and climate-sensitive sectors such as

agriculture, fisheries and energy. The impacts of climate change are most severe in the agriculture sector given its reliance on rainfall for crop production. Current projections suggest that temperatures will rise up by 2.5°C between 2000 and 2050, while rainfall will become more intense and less predictable. Even the slightest increase in frequency of droughts will present major challenges for food security, water availability, and peace and security, especially in Kenya's Arid and Semi-Arid Lands in the north and east, where resource based conflicts are an occurrence. Other parts of the country, most notably in the Rift Valley, are also vulnerable to climate change due to increasing extreme events (droughts and floods, combined with landslides) while glacier melt from Mount Kenya will further reduce future water availability. Coastal areas are expected to suffer from rising sea levels and associated floods and saltwater intrusion¹⁹.

The impact of COVID-19

As of March 2021, Kenya has reported around 130,000 confirmed cases of COVID-19 and 2,135 deaths²⁰ and was facing a third wave of cases, forcing further lockdowns.²¹ The economy was significantly affected by the pandemic in the second quarter of 2020 with major impacts on tourism, agriculture, manufacturing and trade, the closure of schools and pressure on household income stemming from job losses and wage cuts. A UNDP-Kenya policy brief from April 2020 identifies the vulnerabilities and impact on Kenya of the COVID-19 pandemic. The study identifies far reaching effects on all areas of economy and society, particularly in the sectors of tourism, agriculture and trade, with major impacts on livelihoods.

UNDP PROGRAMME IN KENYA

The United Nations initiated operations in Kenya in 1964, shortly after the country became a member of the UN. In the 1970s the UN presence grew with the establishment of the global headquarters of UNEP and UN-Habitat in Nairobi, Kenya's capital. In 1996, the United Nations Office at Nairobi (UNON) was established, becoming one of four major UN office sites and the UN's headquarters in Africa. In 1991, a legal framework was established between UNDP and the Government of Kenya, under which development programs are conducted²².

The UNDP country programme 2018 to 2022 contributes and is aligned to Kenya's Vision 2030, the country's main national development strategy and to the fifth generation UNDAF 2018-2022²³.

¹⁹ <https://reliefweb.int/report/kenya/climate-change-profile-kenya>

²⁰ <https://coronavirus.jhu.edu/region/kenya>

²¹ <https://www.voanews.com/covid-19-pandemic/kenya-reimposes-covid-19-restrictions>

²² <https://www.ke.undp.org/content/kenya/en/home/about-us/legal-framework.html>

²³ <https://kenya.un.org/en/15986-undaf-2018-2022>

UNDP Kenya programme of work is focused on three priority areas including ***Governance, peace and security, (Outcome 1&2)***, working across a number of areas including i) the enhancement of devolved governance and service delivery, ii) support to the strengthening of the electoral process and institutions for fair and peaceful elections iii) Strengthening of peace and security by working to reduce the drivers of conflict as well as the prevention of violent extremism, iv) civil society engagement and v) the enabling of legal environments for effective HIV response. This accounts for 50 percent of the funding allocation in the CPD at design.

In ***Inclusive growth and structural transformation, (Outcome 3)***, UNDP works with the government communities to i) develop inclusive policies, strategies and programs for sustainable development of poor and vulnerable groups and ii) enhance productivity for increased livelihoods and income generation.

Finally, across ***Environmental sustainability, climate change and resilience, (Outcome 4)***, UNDP works across the following areas i) Climate Change adaptation and mitigation, ii) Natural Resource Management and Sustainable land Management, iii) Forestry and Biodiversity/Wildlife, iv) Sustainable Energy Access and v) Sound chemical management through the Global Environmental Facility (GEF). This accounts for 30% of fund allocation.

Available budgets to date amount to US\$ 97.11 million which represents 52% of the expected resources with delivery at 65% (2018-2021)²⁴ of the total available budget (see Table 1 below).

²⁴ ATLAS extraction (10 March 2021)

Table 1: United Nations Assistance Development Framework outcomes, UNDP Country Programme Outputs and Indicative Resources (2018-2022), as of 10 March 2021

UNSD+ Outcomes	CPD Outputs	Programme finance in US\$ million (2018-2021)		
		Planned resources	Budget	Expenditure
Priority area 1: Governance, peace and security				
Outcome 1: By 2022, people in Kenya access high-quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable	Outputs 1.1: Government has strengthened policy, legal and institutional mechanisms for coordinated, inclusive and effective service delivery	Regular: 2.49	24.31	18.60
	Outputs 1.2: Public finance management institutions have strengthened processes and systems for equitable, efficient and accountable service delivery	Other: 43.75		
	Outputs 1.3: County- level institutions have strengthened capacity for evidence-based planning, budgeting, implementation, monitoring and evaluation for accountable service delivery	Total: 46.24		
	Output 1.4: People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disability			
Outcome 2: By 2022, people in Kenya live in a secure, peaceful, inclusive and cohesive society	Output 2.1: Government has normative standard capacities to operationalize policies and legal frameworks on conflict management, cohesion and human security	Regular: 2.49	30.87	19.50
	Output 2.2: Strengthened capacities of peace architecture at national, county and community levels on peace, inclusion, reconciliation, social cohesion and integration	Other: 43.75		
	Output 2.3: Government has strengthened capacities for coordination and operationalization of gender- and human rights-responsive strategies and action plans on preventing violent extremism	Total: 46.24		

	<p>Output 2.4: Electoral management bodies have technical and financial capacities to deliver peaceful and democratic elections and based on lessons learned from the 2017 elections.</p> <p>Output 2.5: Rule of law, justice and legislative institutions have technical and financial capacities to deliver normative inclusive, accountable, equitable services</p>			
Priority Area 2: Inclusive growth and structural transformation				
Outcome 3: By 2022, productivity in services sectors, agriculture, manufacturing, extractives, “blue” economy and their value chains increased	<p>Output 3.1: Human and institutional capability increased in manufacturing, fishing, artisanal mining and agro-processing sectors value chains</p> <p>Output 3.2: Inclusive and evidence-based policy and regulatory frameworks in manufacturing, affordable housing, health and food security sectors</p>	Regular: 2 Other: 35 Total: 37	9.14	3.84
Priority Area 3: Environmental sustainability, climate change and resilience				
Outcome 4: By 2022, people in Kenya benefit from sustainable natural resource management and resilient green economy	<p>Output 4.1: Government, private sector and communities have enhanced capacity for increased access to cost-effective and clean energy</p> <p>Output 4.2: Improved institutional and community capacity to deliver pro-poor, sustainable natural resource management initiatives</p> <p>Output 4.3: National and county governments have improved capacities to reduce disaster risk and climate change impact</p> <p>Output 4.4: Communities have improved adaptive capacity to disasters including from climate change</p>	Regular: 3.25 Other: 52.5 Total: 55.75	32.79	21.12
Grand total*		185.23	97.11	63.07

Source: UNDP Kenya Country Programme Document 2018-2022 and ATLAS extraction (10 March 2021)

UNDP/ UN COVID support

UNDP Kenya was the technical lead in the development of a Socio-Economic Impact Assessment (SEIA) in April 2020 which identified the vulnerabilities and impact on Kenya of the COVID-19 pandemic. The SEIA analysis warned of the impact of COVID-19 for the country and outlined a range of economic and social impacts including, the ability of the country to respond to the pandemic itself and its health impacts and pressures, the economic pressures due to the pandemic including declining tourism and trade, unemployment and income decline, currency pressures, government revenue reduction and public spending increases.²⁵

The SEIA was a key input into the broader Socio-Economic Response Plan (SERP) developed by the UN country team led by the Resident Coordinator's office in August 2020. Under the SERP 5 pillars were identified to support Kenya's response, with UNDP taking the lead in ***pillar 4 "Macroeconomic Response and Multilateral Collaboration"*** providing the Government with technical and analytical support for socio-economic recovery and ***pillar 5 "Social Cohesion and community resilience"***, support climate smart agriculture, working with communities, youth and vulnerable groups to respond to the pandemic. The Kenya SERP has a budget call of US\$ 155 million with pillar 4 accounting for US\$2 million and pillar 5 US\$7.5 million.²⁶ The country office received US\$450,000 from a UNDP rapid financing facility to support youth during the pandemic as well as US\$2,206,286 from the Government of Japan to support an inclusive and multi-sectoral response to COVID-19.

SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2018-2022) while taking into account interventions which may have started in the previous programme cycle (2014-2018) but continued or concluded in the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The scope of the ICPE will include the entirety of UNDP's activities in the country and will therefore cover interventions funded by all sources, including core UNDP resources, donor funds, government funds, etc.

KEY EVALUATION QUESTIONS AND GUIDING PRINCIPLES

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.²⁷ The ICPE will address the following four main evaluation questions.²⁸ These questions will also guide the presentation of the evaluation findings in the report.

²⁵ Policy Brief 4/ 2020 "Articulating the pathways of the Socio-Economic Impact of the Coronavirus (COVID-19) Pandemic on the Kenyan Economy"

²⁶ COVID-19 Kenya Socio-economic response Plan (SERP), August 2020

²⁷ <http://www.uneval.org/document/detail/1914>

²⁸ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To that extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

ICPEs are conducted at the **outcome** level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP's interventions are expected to lead to good governance, poverty reduction and sustainable human development in the country. Discussions of the ToC will focus on mapping the assumptions behind the programmes desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context in Kenya and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP's country programme will be analyzed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

Evaluation question 3 will examine UNDPs support to COVID-19 preparedness, response and recovery at the Country level. This will include an assessment of the relevance and effectiveness of the support to the needs of partner countries; it's alignment with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs; and its effectiveness in preventing loss of lives and livelihoods and protecting longer-term social and economic development. The analysis will also explore the extent to which UNDP's funding decisions were informed by evidence, needs and risk analysis and dialogue with partners, the efficient use of resources and how the support has contributed to the development of social, economic and health systems that are equitable, resilient and sustainable.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined in response to evaluation question 4. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan,²⁹ as well as the utilization of resources to deliver results and how managerial practices impacted

the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

²⁹ These principles include national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

achievement of programmatic goals. Special attention will be given to the integration of gender equality and women's empowerment in the design and implementation of the CPD.

APPROACH AND METHODOLOGY

Assessment of existing data and data collection constraints:

The evaluation will review the available decentralized evaluations (including project, GEF and outcome evaluations) conducted within the evaluation period. In addition, all project documentation, progress reports, annual reports and self-reported assessment will be taken into consideration.

With respect to indicators, the three CPD outcomes are supported by 9 outcome level indicators and 31 output level indicators most accompanied with baselines and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are not always clearly identified and, in many cases, the evaluation's ability to measure progress against these indicators will depend on national statistics.

It is also important to note that UNDP projects that contribute to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

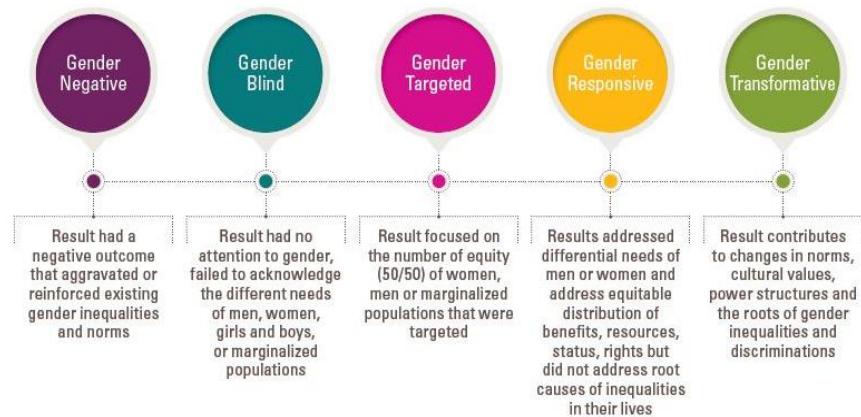
Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants (remote and in-person), including beneficiaries, partners and managers. An advance self-assessment questionnaire will be administered to the country office before the data collection mission in the country. The evaluation will follow a multi-stakeholder approach; interviews will include government representatives, civil society organizations, private sector representatives, UN agencies, multilateral organizations, bilateral donors, and programme beneficiaries. Focus group discussions may be used to consult some groups of beneficiaries as appropriate.

The evaluation will be implemented remotely by IEO staff, given the current restrictions on international travel as a result of the pandemic. If the government guidelines allow, the national consultant or think tank will undertake field visits to selected project sites to observe the projects first-hand, considering as priority those regions where UNDP has a concentration of field projects in more than one outcome area. The evaluation will adhere to the principle of 'do no harm', and will refrain from any activity that may place either a team member, a stakeholder or respondent at risk of being infected by the virus. The ICPE will cover all three outcome areas. The coverage will include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned; both larger and smaller pilot projects; as well as both completed and active projects.

If the travel restrictions imposed by COVID continue, the stakeholder interviews and field missions will be conducted virtually, including with the help of national level consultants and/or institutions.

The evaluation team will undertake an extensive review of documents. IEO and the country office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. The document review will include, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Kenya programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.



Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender, the evaluation will consider the gender marker³⁰ in the portfolio analyses by outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative (see figure below). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the pre-mission questionnaire and interview questionnaire, and reporting.

Validation: The evaluation will triangulate information collected from different sources and/or by different methods to enhance the validity of findings.

Stakeholder involvement: A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data

³⁰ A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

ICPE rating system: Based on the rating system piloted by IEO under its Independent Country Programme Review (ICPR) model and the lessons learned from its application, IEO is currently developing a rating system for ICPEs which will be applied on a pilot basis to the ICPEs in 2021. Ratings will be applied to CPD Outputs and Outcomes, where Outputs will be rated against UNDP country programme's progress/ achievement towards each of the planned outputs and Outcomes will be rated against UNDPs contribution to CPD outcome goals.

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Kenya Country Office, the Regional Bureau for Africa and the Government of Kenya. IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Kenya: The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). If travel is not possible due to COVID pandemic, the CO will support IEO to coordinate these virtually. To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. Towards the end of the ICPE, the country office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Africa (RBA): RBA will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports. The LE will be backstopped by another evaluator also from the IEO.
- **Associate Lead Evaluator (ALE):** The ALE will support the LE in the preparation and design of the evaluation, including background research and documentation, the selection of the

evaluation team, and the synthesis process. The ALE will review the draft report and support the LE in other aspects of the ICPE process as may be required.

- Evaluation Consultants and national research institutions/ think tanks: 2-3 consultants will be recruited and will be responsible for their respective outcome areas. Under the guidance of the LE, they will conduct preliminary research and data collection activities, prepare outcome analysis papers, and contribute to the preparation of the draft and final ICPE report. IEO will also explore the possibility of engaging a national research institution/ think tank to support the ICPE Team in data collection and analysis.
- Research Analyst: An IEO research analyst will provide background research and will support the portfolio analysis.

EVALUATION PROCESS

The evaluation will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the TOR and the evaluation design. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues in a detailed evaluation design matrix. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on this, detailed evaluation questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Data collection. During this phase, the evaluation team will engage in data collection activities. Given the current travel limitations due to COVID most of the data collections and interviews will be undertaken virtually. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries during this stage. To supplement the virtual data collection, the ICPE team will include a national consultant and also explore the possibility of engaging with a national research institution/ think tank to support the support the ICPE. In the event, travel is possible, the stakeholder interviews and field visit will be undertaken by the team through an in-country mission.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The draft will first be subject to peer review by IEO and its external reviewers. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will

be made, and the UNDP Kenya country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau.

The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Kenya country office and the Government of Kenya will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website³¹ as well as in the Evaluation Resource Centre. The Regional Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.³²

TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively³³ as follows in Table 3:

³¹ web.undp.org/evaluation

³² erc.undp.org

³³ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Table 3: Tentative timeframe for the ICPE process³⁴		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE/ALE	Apr 2021
Selection of consultant team members	LE/ALE	Apr 2021
Phase 2: Desk analysis		
Advance questionnaire to the CO	LE/ALE/CO	April 2021
Preliminary desk review of reference material	ICPE Team	Apr-May 2021
Phase 3: Data collection		
Evaluation data collection, stakeholder interviews, field visits, etc. If travel opens, this will include mission to Kenya	LE/ALE/Consultants	June/July 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of outcome analysis papers	Consultants	Sep/Oct 2021
Synthesis and report writing	LE/ALE/Consultants	August/September 2021
Zero draft for internal and external peer-review and IEO clearance	LE/ALE	September/ October 2021
First draft to CO/RBA for comments	LE/CO/RBA	October 2021
Second draft shared with the government and national stakeholders	LE/CO/GOV	October 2021
Draft management response	CO	Dec 2021
Stakeholder workshop via videoconference	IEO/CO/RBA	Jan/Feb 2022
Phase 5: Publication and dissemination		
Editing and formatting	IEO	Feb 2022
Final report and evaluation brief	IEO	Feb 2022
Dissemination of the final report	IEO	Mar 2022

³⁴ The new Kenya CPD is expected to be presented at either the June or September 2022 session of the UNDP Executive Board

ANNEX 2. EVALUATION FRAMEWORK

Evaluation Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)	Data analysis (e.g.)
EQ 1. What did the UNDP country programme intend to achieve during the period under review? (Relevance and Coherence)	1.1 To what extent were UNDP's outcomes, as defined in the CPD, relevant to the national development priorities and UNDP goals?	UNDP's specific areas of work and approaches for contribution under CPD/UNDAF outcomes. Kenya's national development priorities (e.g. Vision 2030) UNDP Strategic priorities and corporate guidance on GEEW and environmental sustainability and climate change Evidence of project design and resource mobilization tailored to meeting development challenges and emerging needs of the country and UNDP's corporate goals	Desk/literature review of relevant documents (including problem analysis conducted by the CO) Semi-structured interviews/ group discussions with relevant stakeholders CO Questionnaire Survey	Identify the theory of change used by the CO to design its CPD and its projects, to identify the logic, sequence of events and assumptions behind the proposed programme Problem/risk analysis of underlying development challenges Stakeholders' analysis SMART analysis of CPD indicators Triangulate data collected from various sources and means (e.g. cross check interview data with desk review to validate or refute TOC).
	1.2 Was UNDP's programme guided by a clear programme logic and internal coherence? (<i>Internal Coherence</i>)	UNDP's interventions strategy, e.g. theory of change that maps an expected pathway of change, logic and assumptions, including plans detailing required financial resources and capacity for programme implementation (and evidence of their provision). Evidence of design based on a clear and comprehensive risks analysis. Evidence that UNDP's project was design and delivered in a coherent manner, promoting interlinkages and avoiding duplications		
	1.3 What was UNDP's strategic positioning within the UNCT and the national partners? (<i>External Coherence</i>)	Evidence that UNDP actively collaborated with other UN agencies under the UNDAF with a clear comparative advantage, and promoting SDG integration Evidence that UNDP actively sought and established partnerships with government institutions, civil society, private sector, academia and IFIs UNDP programme has a clear consideration for a nexus approach (e.g. Humanitarian + Development + Peace)		

	1.4 If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?	Evidence of existence and application of relevant measures to respond to the changes put and their coordination/consistency across the implemented activities. Evidence that the programme or projects were designed or adjusted based evidence (e.g. monitoring data, evaluations). Need to include the impact of the change management process on the program. Need to check the rationales for any changes in programming (not limited to the responses to funding opportunities).		
EQ 2. To what extent has the programme achieved (or is likely to achieve) its intended objectives? <i>(Effectiveness)</i>	2.1 To what extent and with which results did UNDP achieve its specific objectives (CP outputs) as defined in the CPD and other strategies (if different)?	Progress towards achievement of intended objectives per sector (including a list of indicators chosen for the CPD and those used for corporate reporting, baselines, targets; and status) Evidence of achievement of results within the governance - poverty-environment/energy-climate nexus	Desk/literature review of relevant documents Assessment of ROARs, GRES as well as indicators status to assess progress and trends	Contribution analysis against TOC assumptions Counterfactual analysis to check whether results could have been delivered without UNDP
	2.2 To what extent did the achieved results contribute to the CPD outcomes?	Clear linkages between UNDP's specific interventions and UNDAF-defined outcome level changes Evidence of contribution to 'leaving no one behind' Evidence of contribution to GEWE Evidence of contribution to environmental sustainability and climate change	Project QA data extraction Semi-structured interviews/ group discussions with relevant stakeholders conducted remotely CO Questionnaire Survey	Analysis of evaluations and audits; Summary of outcome indicators and status Analysis of corporate surveys Trend analysis of ROARs & GRES
	2.3 Were there positive or negative, direct and indirect unintended outcomes?	Evidence of positive or negative, direct and indirect unintended outcomes derived from UNDP's interventions	Project implementation reports	Triangulate data collected from various sources and means.

<p>EQ 3. To that extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?</p>	<p>3.1 How has UNDP adapted to the COVID situation, and with what results?</p>	<p>Evidence of resources being re-allocated; projects activities being cancelled, modified or created; delivery modalities changed; and what the implications and results of these were</p>	<p>Document review of project document amendments, changes in AWP's and allocated budgets</p> <p>UNDP corporate COVID-19 data portal</p> <p>Interviews with programme and operational staff, and implementing partners</p> <p>COVID mini RORAR</p>	<p>Triangulate data collected from various sources and means.</p>
	<p>3.2 how has UNDP supported the country's preparedness, response and recovery process?</p>	<p>Assessment of UNDP's support to data collection, impact assessments, or other situation analysis to support the government and UN response. Evidence that such analysis was used by the intended users.</p>	<p>Document reviews of COVID-19 related assessments and response plans</p> <p>Stakeholder interviews to determine UNDP's contribution</p> <p>COVID mini RORAR</p>	<p>Counterfactual analysis to check whether results could have been delivered without UNDP</p> <p>Triangulate data collected from various sources and means.</p>
	<p>3.3 What are the key lessons for future COVID-19 response programmes</p>	<p>Identify forward looking lessons that can inform future projects that focus on COVID-19 response and/or recovery</p>	<p>Stakeholder interviews with UNDP and stakeholder staff</p> <p>COVID mini RORAR</p>	<p>Triangulate data collected from various sources and means.</p>
<p>EQ 4 What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?</p> <p><i>(Efficiency Sustainability)</i></p>	<p>4.1 What programme design and implementation-related factors have contributed to or hindered results?</p>	<p>Key factors affecting the results (Typology of key factors to be created, e.g.):</p> <ul style="list-style-type: none"> • Degree of alignment with national priorities • Programme focus/design and implementation approach (e.g. mix of interventions, up/downstream, short/long-term, appropriateness of indicators) • Business environment to promote GEWE • Use of partnerships (incl. UNV/UNCDF, PUNS, IFI, CSO, Private sector, think tanks) 	<p>Project QA data extraction</p> <p>Semi-structured interviews/ group discussions with relevant stakeholders (conducted remotely)- focus on validating or refuting lines of inquiry and collecting perceptions and</p>	<p>Completion of a template of 'factors' with analysis of 'strength of influence (extent the factors affect UNDP's ability to achieve its objectives)'</p> <p>Contribution analysis against TOC assumptions; Counterfactual analysis to check whether results could</p>

		<ul style="list-style-type: none"> • Innovation and knowledge management • Use of SSC to enhance results • Measures to ensure efficient use of resources • M&E system and capacity • ‘Social & Environment Standards’ (incl human rights, environment sustainability) • Project delivery modality (NIM/DIM) 	<p>observations on the “why” and factors that influence or impede effectiveness; Tabulation of corporate surveys data CO Questionnaire Survey</p>	<p>have been delivered without UNDP Analysis of evaluations and audits; Analysis of corporate surveys Trend analysis of ROARs & GRES Cross-check interview data with desk review to validate or refute lines of inquiry – highlighting data on the “why” and factors that influence or impede effectiveness; (check for unintended outcomes); Triangulate data from desk review and interviews with survey to close gaps and findings</p>
	<p>4.2 What mechanisms were put in place at the design and implementation stage to ensure the sustainability of results, given the identifiable risks?</p>	<ul style="list-style-type: none"> • Evidence that the UNDP program has built or developed national capacities which remain at the service of the country (e.g. among beneficiaries, government staff and institutions, private sector, civil society etc.) • Evidence that UNDP has addressed the needs for human and financial resources required to sustain program results (e.g. operation and maintenance of infrastructure, budget allocations for institutional measures) • Supported government policies and mechanisms encourage continuation • Evidence of specific measures taken to reduce the likelihood of negative consequences for social justice, economic performance, political stability, gender equality and environment - emerging over time, after the project end 		

ANNEX 3. PEOPLE CONSULTED

Government of Kenya

Abdi Guliye, Commissioner, Independent Electoral and Boundaries Commission (IEBC)

Alex Tolgos, Governor, Elgeyo Marakwet County Government

Alfred Gichu, coordinator for the Forest Conservation Directorate, Ministry of Environment and Forestry

Amos Nyakeyo, Chief Executive Officer, National Drought Management Authority

Ann Okutoyi, Kenya National Commission on Human Rights (KNCHR)

Annerita Murungi, CEO, HIV/AIDS Tribunal

Augustine Kenduiwo, Deputy Director Climate Change Directorate, Ministry of Environment and Forestry

Bernard Kimutai, project implementation consultant, National Drought Management Authority

Charles Kimani, Senior Economist, Ministry of Foreign Affairs

Charo Nyamawih, director for Trade and Enterprise and Development, Kwale County Government

Chrisantos Okioma, Senior Economist, Social and Governance directorate, State Department of Planning

Christine Mwakera, County Chief Officer, Department for Trade and Tourism, Cooperative Development and Industrialization, Taita Taveta County Government

Cyrus Mageria, Head of multilateral environmental agreements, Ministry of Environment and Forestry

Florence Bett, Deputy Programme Director, State Department for the Development of ASALS

Henry Ridhaa, Head of Micro and Small Enterprises Authority, Ministry of Industrialization

Irene Tulel, Programme Officer, National Counter Terrorism Center (NCTC)

Jackson Onkoba, Deputy Director, Foreign Service Academy.

James Katule, Director Fiscal Affairs, Commission on Revenue Allocation.

James Mwanzia, Director, Policy Research, State Department for Devolution and ASALS.

Janet Mucheru, Registrar-general, Civil Registration Services and Deputy Director-General of Information System Management National Statistics and Information Authority

Julius Korit, Principal Secretary, Ministry of Devolution

Kanja Kariuki, Head of Planning, Office of the Registrar of Political Parties (ORPP)

Kavaka Mukonyi, Head of bio prospecting, Kenya Wildlife Service, Ministry of Tourism and Wildlife

Marjan Hussein CEO, Independent Electoral and Boundaries Commission (IEBC)

Mike Ndeto, Trade and Development officer, Turkana County Government

Milka Chepkirui, Programme Manager, National Steering Committee on Peacebuilding and Conflict Management (NSC-PBCM), Ministry of Interior and Coordination of National Government

Moses Njeru, Chief Executive, Kenya Chamber of Mines

Pacifica Ogola, Director Climate Change Directorate, Ministry of Environment and Forestry

Patrick Omondi, formerly Director of Biodiversity Research and Planning Department, Kenya Wildlife Service, Ministry of Tourism and Wildlife

Peter Leruk, assistant director for Trade Industry and Enterprise Development, County Masabit Government

Robert Opaat Papa, Head of Strategy and Service Delivery Unit, Busia County Government

Ruth Kagia, Deputy chief of staff, Office of the President of the Republic of Kenya

Samuel Kobia, Chairperson, National Cohesion and Integration Commission

Samwel Mukindua, Economist, Marsabit County Planning Department.

CSOs

Agnes Rogo, Ag. Executive Director and Programs Manager, Legal Resources Foundation

Job Mwaura, Monitoring Evaluation Accountability and Learning (MEAL) Officer, Legal Resources Foundation

Betty Okero, Team Leader CSO Network, CSO Network Kisumu

Daniel Muoti, Acting Executive Director, Centre for Human Rights and Civic Education, Mwingi, Kitui County

Mercy Onsando, Chief Executive Officer, HENNET

Faith Mutinda, Finance Administrator, Centre for Human Rights and Civic Education, Mwingi, Kitui County

Irungu Houghton, Executive Director, Amnesty International

Jackson Agufana, Executive Officer, Kenya Union of the Blind

Jim India, Programs Manager, Emerging Leaders Foundation

Khadija Abdullahi, Programme Manager, Frontier Counties Development Council

Mitchel Ambasu, Programme Manager, Legal Aid and Psychosocial Support Refugee Consortium of Kenya

Rosemary Kimathi, Programme Officer, Centre for Human Rights and Civic Education, Mwingi, Kitui County

Samuel Kimeu, Executive Director, Africa's Voices Foundation

Sheila Masinde, Executive Director, Transparency International Kenya

Antony Jimmy Maghanga, Programme Officer, Human Rights Agenda

Victor Nyongesa, Chief Executive Officer, Youth Agenda

UNDP

Anne Muchiri, Liaison Officer MOFA

Bokayo Sora, Project Officer

Cynthia Oliech, Gender Focal Point

Dan Juma, Team Leader Governance and Inclusive Growth

Evelyn Koech, Team Leader, Environment and Resilience

Francis Matheka, Project Manager, Environment and Resilience

Geoffrey Omedo, Portfolio Analyst, Environment and Resilience

Harun Warui, Project Manager REDD+, Environment and Resilience

Jane Serwanga, Programme officer

Joan Vwamu, Portfolio analyst, Governance and Inclusive Growth

Julius Coredo, Portfolio Analyst, Inclusive Growth

Mandisa Mashologu, Deputy Resident Representative (Programme)

Martha Mathenge, Project Manager

Mary Njoroge, Programme Manager, Governance and Inclusive Growth

Nancy Chege, National Coordinator for GEF small grants programme

Rana Taha, Peace and Development Adviser

Rogers Dhilwayo, Economic Advisor

Taye Amssalu Tesso, Deputy Resident Representative (Operations)

Valerie Munyeti, Monitoring and Evaluation Officer

Walid Badawi, Resident Representative

Wambua Kituku, Programme Manager

Washington Ayiembra, Project Officer, Environment and Resilience

Other UN agencies and multilateral organizations

Anne Chele, National Policy Officer, FAO Kenya

Clarise Oganah, Programme Officer, OHCHR Kenya

Eddriss Riffat, head of Grant Management Services, UNOPS HQ

Linet Luvai, Deputy Representative, UNIDO Kenya

Lucy Mathenge, Team Leader a.i. Democratic Governance Unit, UN Women Kenya

Muratha Kinuthia, Economist, World Bank Kenya

Sebastian Gatimu, Programme Officer, UN Women Kenya

Siddarth Chatterjee, Former Resident Coordinator and former UNDP RR in Kenya (2016-2021)

Stephen Jackson, UN Resident Coordinator in Kenya

Donors and bilateral organisations

Alexandre Baron, Head of section on Governance and microeconomics, European Union representation

Carolyn Abong, Senior Policy officer (Security), Embassy of Netherlands

Con Osendo, Governance Advisor, Foreign and Commonwealth Development Office (United Kingdom)

Dorcas Gacugia, Programme Officer, Embassy of Norway

Johnstone Kuya, Senior Policy officer (Strategic partnerships and Civic space), Embassy of Netherlands

Mita Nanak, Programme manager of the EU PLEAD program, European Union representation in Kenya

Nikolai Hutchinson, Head of Governance Team, Foreign and Commonwealth Development Office

Shamsa Birik, Programme Officer, Embassy of Norway

Academia/Research

Rose Ngugi, Executive Director, Kenya Institute for Public Policy Research and Analysis (KIPPRA)

Peter Quest, Head of the Youth Programme, Kenya School of Government

ANNEX 4. DOCUMENTS CONSULTED

Busia County, Voluntary Reporting on SDGs, 2019

Centre for Devolution Studies , “Devolution in Kenya: One Year On”, 2014.

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ANNEX 5. PROJECT LIST

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	Implemn etation modality	Gender Marker	2021-2021 Budget	2018-2021 Expenditure
Outcome 1: By 2022, people in Kenya access high-quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable									
00032095	UNCT Coordination Costs - Office of the UN RC/HC	00060044	Coordination Cap of the UNCT	01-Jan-08	31-Dec-22	DIM	GEN2	\$222,339	\$163,320
00042480	Management Plan	00048985	ORGANISATIONAL EFFECTIVENESS	01-Jan-06	31-Dec-21	DIM	GEN1	\$489,693	\$495,925
00064106	Development Effectiveness Activities	00080980	Development Effectiveness Act	01-Jan-12	31-Dec-23	DIM	GEN1	\$3,703,441	\$3,661,869
00068057	2KEN012/205 Integrated support to Devolution	00083473	2KEN Devolved Government	01-May-12	31-Mar-21	NIM	GEN1	\$7,324,965	\$7,368,498
00087071	2KEN015/243 Capacity Development Support to the Ministry	00115618	2KEN MOFA-Foreign SVC Academy	01-Apr-19	31-Mar-21	DIM	GEN1	\$448,033	\$391,409
00110541	African Union Treaties	00109735	African Union Treaties	01-Jan-18	31-Dec-21	DIM	GEN1	\$220,596	-\$15,428
00114135	Strengthening Devolved Governance in Kenya	00112294	2KENStrengthening Devolved Gov	01-Nov-18	31-Dec-21	NIM	GEN1	\$3,878,066	\$3,555,016
		00123617	COVID RESP. FCDC COUNTIES	01-Nov-18	31-Dec-21	NIM	GEN1	\$725,854	\$562,653
00126130	Strengthening Public Accountability and Integrity Systems	00120279	2KEN ANTI-CORRUPTION	24-Feb-20	31-Mar-21	DIM	GEN2	\$629,881	\$633,382
00127539	2KEN Strengthening Kenya's HIV & Health Response for SD	00121431	2KEN Strengthening Kenya's HIV	08-May-20	30-Jun-21	DIM	GEN2	\$95,000	\$65,806
00086693	Fostering Resilience to Shocks and Threats in Africa	00099758	RESPONDING 2 VIOLENT EXTREMISM	01-Jan-16	31-Dec-21	DIM	GEN1	\$0	\$1,061
00122363	2KEN DEVOLUTION JOINT PROJECT	00117973	2KEN DEVOLUTION JOINT PROJECT	01-Oct-19	30-Sep-23	NIM	GEN2	\$6,134,358	\$4,557,548
00122363	2KEN DEVOLUTION JOINT PROJECT	00119428	COVID-19 DEVOLUTION JP	01-Apr-20	30-Apr-21	NIM	GEN2	\$3,795,872	\$3,334,084
00086259	Environmental Governance for Sustainable Mining govern	00093554	Environmental Governance for S	01-Oct-14	31-Dec-23	DIM	GEN1	\$480,488	\$339,279
00086982	Strengthening Engagement in African Global Development	00094139	RBA Senior Economist Programme	06-Jan-15	31-Dec-19	DIM	GEN1	\$90,053	\$63,615

00110575	Implementation of SDGs	00110184	RBA Senior Economist Programme	20-Mar-18	31-Dec-21	DIM	GEN2	\$1,001,249	\$967,846
00095244	Nagoya Protocol	00099240	Nagoya Protocol	06-Jul-16	23-Jun-21	DIM	GEN1	\$437,651	\$320,414
00110098	Regional Cross border Kenya-Ethiopia	00109194	Regional Cross-border KEN/ETH	21-Feb-18	20-Feb-21	DIM	GEN1	\$50,000	\$0
Outcome 1 Total								\$29,727,539	\$26,466,297
Outcome 2: By 2022, people in Kenya live in a secure, peaceful, inclusive and cohesive society									
00081560	Deepening Foundations-Peacebuilding & Community Security	00090771	7KEN14710 Deepening Peace	26-Jun-14	31-Mar-21	NIM	GEN1	\$4,559,159	\$4,233,509
00110495	Cross-Border Coop_Ethiopia/Kenya	00109581	2KEN CROSS-BORDER COOP_ETH/KEN	14-Mar-18	31-Dec-21	DIM	GEN2	\$1,469,091	\$1,053,309
00118330	Kenya-Uganda Cross Border Initiative	00115166	2KEN Kenya-Uganda Cross Border	01-Jan-19	31-Mar-21	DIM	GEN1	\$653,982	\$520,924
00122662	TRANSCENDING PEACE & SECURITY	00118167	Transcending Peace & Security	01-Oct-19	31-Dec-23	NIM	GEN2	\$1,313,773	\$1,205,937
00131807	Peace and Conflict Analysis for the country	00124698	Violence&Conflict Analysis PIP	05-Nov-20	31-Dec-21	DIM	GEN2	\$50,000	\$49,027
00115752	Legal Identity for All	00113213	Legal Identity for All-Global	01-Dec-18	31-Dec-21	DIM	GEN2	\$104,000	\$0
00068057	2KEN012/205 Integrated support to Devolution	00105955	2KEN Support to FCDC	16-Jun-17	31-Mar-21	NIM	GEN2	\$15,000	\$1,269
00081560	Deepening Foundations-Peacebuilding & Community Security	00104758	3KEN Violent extremism - Kenya	21-Mar-17	30-Sep-19	NIM	GEN1	\$581,431	\$536,647
00094786	Strengthening Community's Resilience against Radicalizat	00098877	Strengthening Community's Resi	01-Apr-16	30-Sep-20	NIM	GEN2	\$3,000	\$2,085
00109764	2KEN18237 PREVENT-PVE Networks Together	00109000	7KENPreventing Violent Extrmsm	01-Jul-17	30-Jun-21	NIM	GEN2	\$1,053,613	\$762,246
		00109582	7KEN PVE in Marsabit & Mandera	14-Mar-18	31-Mar-21	NIM	GEN2	\$988,339	\$964,931
00072738	Assisting LDCs to advance their NAPs	00099778	4KEN NAP Agriculture Kenya	31-Mar-16	30-Jun-19	DIM	GEN2	\$79,092	\$45,187
00085584	2KEN014/235 Electoral process strengthened	00093173	2KEN014/235 Strengthening the	01-Jan-15	31-Dec-21	DIM	GEN2	\$3,658,389	\$3,121,267
00122701	CONSOLIDATING DEMOCRATIC	00118193	CONSOLIDATING DEMOCRATIC	01-Jan-20	31-Dec-22	DIM	GEN1	\$353,001	\$474,555
00101619	Technical Assistance to REDD+ Implementation	00103976	KM & Global Coordination	06-Jan-17	31-Dec-21	DIM	GEN2	\$157,932	\$157,932
00086485	2KEN014/236 Amkeni WaKenya II	00093740	2KEN014/236 Amkeni WaKenya II	01-Jan-15	31-Dec-22	DIM	GEN1	\$11,003,145	\$9,194,047

		00123548	2KEN014/236 Amkeni II-COVID-19	01-Jan-15	31-Dec-22	DIM	GEN1	\$235,801	\$144,675
Outcome 2 Total								\$26,278,748	\$22,467,545
Outcome 3: By 2022, productivity in services sectors, agriculture, manufacturing, extractives, “blue” economy and their value chains increased									
00072906	1KENECONOMIC EMPOWERMENT PROGRAMME	00085902	1KEN ECONOMIC EMPOWERMENT	01-Mar-13	31-Mar-21	NIM	GEN1	\$186,022	\$169,770
00078258	Extractive Industries for Sustainable Devpt in Kenya	00088616	1KENExtractive Industries	01-Jan-14	31-Mar-21	NIM	GEN1	\$159,416	\$146,066
00101608	4KEN Global Opportunities-GEF GOLD PPG	00103964	4KEN Global Opprtunts-GEF GOLD	01-Mar-17	31-Mar-20	DIM	GEN1	\$31,179	\$6,568
00108404	4KEN Global Opportunities-GEF GOLD IMKA	00108253	4KEN GEF IMKA-GOLD	01-Apr-18	31-Dec-24	NIM	GEN2	\$2,707,397	\$504,770
00095750	4KEN Sound Chemicals Mngt Mainstreaming and UPOPs reduc	00099820	4KEN Sound Chemicals Managmnt	19-Feb-16	31-Dec-21	NIM	GEN1	\$5,320,324	\$2,905,836
00108452	The SDG Partnership Platform	00125503	SDGPP FOOD & NUTR SEC WINDOW	05-Jan-21	31-Dec-22	DIM	GEN1	\$59,000	\$9,660
00120284	ACCELERATOR LAB- KENYA	00116518	Accelerator Lab - Kenya	01-Jun-19	31-Dec-21	DIM	GEN1	\$663,103	\$449,578
00127078	Initiation of IG Portfolio	00120991	INITIATION OF IG PORTFOLIO	01-Apr-20	31-Mar-21	DIM	GEN2	\$40,000	\$36,245
00127244	COVID-19 KCO PREP. RESPONSE & RECOVERY PROJECT	00121157	COVID-19 KCO PREP. RESPONSE &	24-Feb-20	30-Mar-21	DIM	GEN2	\$400,000	\$393,502
00116957	Joint UNDP-DPPA Programme on conflict prevention	00113905	Joint UNDP-DPPA Programme CP	01-Jan-19	31-Dec-23	DIM	GEN2	\$642,142	\$251,388
Outcome 3 Total								\$10,208,583	\$4,873,385
Outcome 4: By 2022, people in Kenya benefit from sustainable natural resource management and resilient green economy									
00081241	Joint Programme on Support to Low Carbon Climate Resilie	00090583	KEN10 Joint Programme on Suppo	01-Apr-14	31-Mar-21	NIM	GEN2	\$5,827	\$0
00083697	4KEN Support to GOK in Enhancing Capacity for LED	00092042	4KEN14407USAID Support to GOK	22-Sep-14	31-Mar-21	NIM	GEN2	\$3,310,456	\$2,809,003
		00108022	4KEN Nat Engendering Supp LECB	28-Dec-17	31-Dec-21	NIM	GEN2	\$1,892,024	\$1,003,818
00064957	4KEN/12/401: Fifth Operational Phase of GEF SGP-Kenya	00081601	4KEN/12/401: Fifth Operational	01-Jan-12	30-Sep-20	OTHERS	GEN1	\$33,603	\$34,133
00083343	4KEN15401Enhancing Wildlife Conservation in Southern R	00091871	4KEN15401:Enhancing Wildlife C	01-Jan-15	31-Dec-21	NIM	GEN1	\$3,710,187	\$2,715,462
00092183	4KEN Combating Poaching& Illegal Wildlife Trafficking	00096999	4KEN Combating Poaching	04-Jan-16	31-Mar-20	DIM	GEN1	\$60,243	\$32,223
00092607	4KEN16/414 Green Climate Fund Readiness Program in Kenya	00097217	4KEN16/414 Ident.GCF Cap. buil	01-Jan-16	30-Sep-19	NIM	GEN1	\$211,000	\$186,239

00097408	Sixth Operational Phase of the GEF Small Grants Programm	00101151	4KEN Sixth Operational Phase	01-Jul-16	30-Sep-20	OTHERS	GEN1	\$8,998	\$6,366
00099178	FCPF REDD+ Readiness Grant	00102487	4KENFCPF REDD+ Readiness Grant	30-Jun-17	31-Dec-21	NIM	GEN2	\$3,923,400	\$3,261,808
00099179	4KEN Sixth Operational Phase of the GEF	00102488	4KEN Sixth Operational Phase	01-Jun-17	31-Mar-21	OTHERS	GEN2	\$3,508,013	\$3,099,225
00108406	4KEN Combating Poaching and Illegal Wildlife Trafficking	00108255	4KEN Combating Poaching-IWT	01-Jul-18	30-Jun-23	NIM	GEN1	\$2,173,331	\$718,795
00108452	The SDG Partnership Platform	00108396	SDG Partnership Platform	28-Dec-17	31-Dec-22	DIM	GEN1	\$346,225	\$310,406
00113221	4KEN Sustainable Blue Economy Conference	00111487	4KEN Sustainable Blue Economy	01-Jun-18	31-Mar-21	NIM	GEN2	\$3,810,464	\$3,327,196
00124153	Seventh Operational Phase-GEF Small Grants Program	00119196	Seventh Operational SGP	01-Jan-20	31-Dec-21	OTHERS	GEN1	\$135,992	\$67,615
00130648	SDG Partnership	00123897	SDG Partnership Platform	01-Oct-20	30-Sep-23	DIM	GEN1	\$448,002	\$162,693
00079449	Governance for DRR in Kenya	00089430	3KEN Governance for DRR	19-Feb-14	31-Mar-21	NIM	GEN2	\$30,001	\$7,822
		00110382	3KEN DRM along Border Counties	19-Mar-18	31-Mar-21	NIM	GEN2	\$1,021,721	\$975,111
00120859	Climate Institutional Strengthening Program	00116869	Climate Institutional Strength	01-Jul-19	31-Dec-21	DIM	GEN0	\$725,000	\$631,140
00079449	Governance for DRR in Kenya	00105530	3KEN Drought Response & Res	03-Apr-17	31-Mar-21	NIM	GEN2	\$200,000	\$191,158
		00110645	Emergency Response to Floods	25-May-18	31-Mar-20	NIM	GEN2	\$100,000	\$98,634
		00113190	3KENBuilding Resilience 4Youth	27-Nov-18	31-Mar-21	DIM	GEN1	\$519,072	\$316,627
		00115204	3KEN Enhancing Cap for EW&R	15-Mar-19	31-Mar-21	NIM	GEN1	\$200,942	\$197,883
00125335	Maritime Disaster Management and Response	00119738	Maritime Disaster Management	01-Apr-20	31-Mar-21	NIM	GEN1	\$959,964	\$503,788
00125338	Stabilization and Recovery	00119739	Stabilization and Recovery	01-Jan-20	31-Mar-21	DIM	GEN1	\$2,422,497	\$2,153,756
		00120536	Emergency Response Floods	01-Jan-20	31-Mar-21	DIM	GEN1	\$100,000	\$93,589
		00121829	COVID - 19 JSB	26-May-20	26-Mar-21	DIM	GEN1	\$2,404,398	\$2,337,078
Outcome 4 Total								\$32,261,359	\$25,241,569
Grand Total								\$98,476,230	\$79,048,796

Source: Atlas project data, Power BI, as of 11 November 2021

ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

Outcome Indicator	Outcome Baseline	Outcome Target: 2022	Outcome Indicator Status/Progress			
			2018	2019	2020	2021
Outcome 1: By 2022, people in Kenya access high-quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable						
Indicator 1.1: Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)						
1.1.1 TOTAL Primary government expenditures as a proportion of original approved budget	n/a	n/a	n/a	n/a	n/a	n/a
1.1.2 Primary government expenditures as a proportion of original approved budget - NATIONAL GOVERNMENT	84.7%	85%	84.7%	92.1%, Progress	n/a	n/a
1.1.3 Primary government expenditures as a proportion of original approved budget - COUNTY GOVERNMENT	79.9%	80%	79.9%	61.6%, Regression	n/a	n/a
Indicator 1.2 : Percentage of Kenyans who support devolution						
1.2.1 Percentage of Kenyans who support devolution	88%	90%	84%	78%, Regression	n/a	n/a
Outcome 2: By 2022, people in Kenya live in a secure, peaceful, inclusive and cohesive society						
Indicator 2.1 : Global Peace Index (Kenya)						
2.1.1 Global Peace Index (Kenya)	2.336	2	2.354	2.3, Progress	n/a	n/a
Outcome 3: By 2022, productivity in services sectors, agriculture, manufacturing, extractives, “blue” economy and their value chains increased						

Indicator 3.1 : Share of manufacturing sector to GDP						
3.1.1 Share of manufacturing sector to GDP	9.2%	20%	9.6%	9.96%, Progress	9.96%, No change	n/a
Indicator 3.2 : Share of Agro-processing to exports						
3.2.1 Share of Agro-processing to exports	16%	50%	n/a	n/a	n/a	n/a
Outcome 4: By 2022, people in Kenya benefit from sustainable natural resource management and resilient green economy						
Indicator 4.1 : Proportion of population with primary reliance on clean fuels and technology						
4.1.1 Proportion of population with primary reliance on clean fuels and technology	11.9%	15%	12.5%	15.7%, Progress	13.7%, Regression	n/a
Indicator 4.2 : Proportion of people affected by disasters that are covered by early warning information through local governments or through national dissemination mechanisms (disaggregated by sex)						
4.2.1 TOTAL Proportion of people affected by disasters that are covered by early warning information through local governments or through national dissemination mechanisms	40%	20%	40%	34%. Progress	34%, No change	n/a
4.2.2 Proportion of WOMEN affected by disasters that are covered by early warning information through local governments or through national dissemination mechanisms	40%	20%	40%	34%. Progress	34%, No change	n/a
4.2.3 Proportion of MEN affected by disasters that are covered by early warning information through local governments or through national dissemination mechanisms	40%	20%	40%	34%. Progress	34%, No change	n/a

Output Description	Output Indicator # /description		Output Indicator Baseline	Output Indicator Target by 2022	Output Indicator Value 2018	Output indicator value 2019	Output indicator value 2020	Output indicat or value 2021
Outcome 1: By 2022, people in Kenya access high-quality services at devolved level that are well coordinated, integrated, transparent, equitably resourced and accountable								
CPD Output 1.1: Government has strengthened policy, legal and institutional mechanisms for coordinated, inclusive and effective service delivery	Indicator 1.1.1 Number of counties with a) established; and b) operational performance management systems	1.1.1.1. Number of counties with a) established performance management systems	4	10	7	10	14	n/a
		1.1.1.2. Number of counties with b) operational performance management systems	4	10	7	10	12	n/a
CPD Output 1.2: Public finance management institutions have strengthened processes and systems for equitable, efficient and accountable service delivery	Indicator 1.2.1 Number of counties providing detailed public budget information	1.2.1.1. Number of counties providing detailed public budget information	22	30	22	30	30	n/a

CPD Output 1.3: County-level institutions have strengthened capacity for evidence-based planning, budgeting, implementation, monitoring and evaluation for accountable service delivery	Indicator 1.3.1 Number of counties with improved M&E capacities	1.3.1.1. Number of counties with improved M&E capacities	7	15	11	12	14	n/a
CPD Output 1.4: People in Kenya have capacity to engage, deepen accountability and transparency in devolution, especially women, youth and persons with disability	Indicator 1.4.1 Percentage of counties with mechanisms for inclusive public participation of women, youth and PWDs	1.4.1.1. Percentage of counties with mechanisms for inclusive public participation of women, youth and PWDs	33.3%	50.00%	33.3%	43.00%	47.00%	n/a
Outcome 2: By 2022, people in Kenya live in a secure, peaceful, inclusive and cohesive society								
CPD Output 2.1: Government has normative standard capacities to	Indicator 2.1.1 Number of peace, social cohesion and	2.1.1.1. Number of peace, social cohesion and human security policy and legal frameworks enacted	2	4	2	2	2	n/a

operationalize policies and legal frameworks on conflict management, cohesion and human security	human security policy and legal frameworks enacted and implemented	2.1.1.2. Number of peace, social cohesion and human security policy and legal frameworks implemented	2	4	2	2	2	n/a
CPD Output 2.2: Strengthened capacities of peace architecture at national, county and community levels on peace, inclusion, reconciliation, social cohesion and integration	Indicator 2.2.1 Number of mechanisms supported for dialogue, consensus-building and reconciliation with equal participation of women and men		2	10	2	4	10	n/a
CPD Output 2.3: Government has strengthened capacities for coordination and operationalization of gender- and	Indicator 2.3.1 Number of human rights and gender responsive strategies and	2.3.1. Number of human rights and gender responsive strategies and action plans for P/CVE formulated	1	2	1	1	1	n/a

human rights-responsive strategies and action plans on preventing violent extremism	action plans for P/CVE formulated and implemented	2.3.1.2. Number of human rights and gender responsive strategies and action plans for P/CVE implemented	1	2	1	1	1	n/a
CPD Output 2.4: Electoral management bodies have technical and financial capacities to deliver peaceful and democratic elections and based on lessons learned from the 2017 elections.	Indicator 2.4.1 Number of registered voters by sex and age group	2.4.1.1. TOTAL Number of registered voters	19,611,423	21,000,000	19,611,423	19,611,423	19,611,423	n/a
		2.4.1.2. Number of WOMEN YOUTH registered voters	4,700,858	5,355,000	4,700,858	4,700,858	4,700,858	n/a
		2.4.1.3. Number of WOMEN NON YOUTH registered voters	4,516,511	5,145,000	4,516,511	4,516,511	4,516,511	n/a
		2.4.1.4. Number of MEN YOUTH registered voters	5,300,968	5,355,000	5,300,968	5,300,968	5,300,968	n/a
		2.4.1.3. Number of MEN NON YOUTH registered voters	5,093,087	5,145,000	5,093,087	5,093,087	5,093,087	n/a

CPD Output 2.5: Rule of law, justice and legislative institutions have technical and financial capacities to deliver normative inclusive, accountable, equitable services	Indicator 2.5.1 Proportion of the marginalized population who have access to formal justice system	2.5.1.1. Proportion of the marginalized population who have access to formal justice system	15%	40%	17.6%	19.73%	34.1%	n/a
Outcome 3 : By 2022, productivity in services sectors, agriculture, manufacturing, extractives, “blue” economy and their value chains increased								
CPD Output 3.1: Human and institutional capability increased in manufacturing, fishing, artisanal mining and agro-processing sectors value chains	Indicator 3.1.1 Number of people benefitting from jobs and improved livelihoods in productive sectors disaggregated by sex	3.1.1.1. TOTAL Number of people benefitting from jobs and improved livelihoods in productive sectors	41,410	44,910	41,560	41,885	43,310	n/a
		3.1.1.2. TOTAL Number of people benefitting from jobs and improved livelihoods in productive sectors	9,000	9,400	9,069	9,249	9,200	n/a
		3.1.1.3. Number of MEN benefitting from jobs in productive sectors	11,000	11,500	11,081	11,226	11,300	n/a
		3.1.1.4. Number of WOMEN benefitting from improved livelihoods in productive sectors	9,437	10,437	9,637	9,637	10,037	n/a
		3.1.1.5. Number of MEN benefitting from improved livelihoods in productive sectors	11,973	13,573	11,973	11,973	12,773	n/a

CPD Output 3.2: Inclusive and evidence-based policy and regulatory frameworks in manufacturing, affordable housing, health and food security sectors	Indicator 3.2.1 Number of new policies, legal, regulatory and institutional frameworks in key priority sectors	3.2.1.1. Number of new policies, legal, regulatory and institutional frameworks in key priority sectors	3	5	3	3	2	n/a
Outcome 4: By 2022, people in Kenya benefit from sustainable natural resource management and resilient green economy								
CPD Output 4.1: Government, private sector and communities have enhanced capacity for increased access to cost-effective and clean energy	Indicator 4.1.1 Proportion of women headed households with access to clean and efficient energy	4.1.1.1. Proportion of women headed households with access to clean and efficient energy	13%	18%	13%	n/a	n/a	n/a
CPD Output 4.2: Improved institutional and community capacity to deliver pro-poor, sustainable natural resource management initiatives	Indicator 4.2.1 Number of natural resources managed under a sustainable use, conservation, access and	4.2.1.1. TOTAL Number of natural resources managed under a sustainable use, conservation, access and benefit-sharing regime	17	23	17	18	20	n/a
		4.2.1.2. Number of natural resources managed through sustainable use	16	18	16	16	17	n/a
		4.2.1.3. Number of natural resources managed through conservation	1	3	1	1	2	n/a

	benefit-sharing regime	4.2.1.4. Number of natural resources managed under access and benefit-sharing regime	0	2	0	1	1	n/a
CPD Output 4.3: National and county governments have improved capacities to reduce disaster risk and climate change impact	Indicator 4.3.1 Number of counties with data-informed development and investment plans that incorporate solutions to enable climate change adaptation and mitigation	4.3.1.1. Number of counties with data-informed development and investment plans that incorporate solutions to enable climate change adaptation and mitigation	0	7	2	n/a	n/a	n/a
	Indicator 4.3.2 Number of counties with gender responsive policies and legal framework for disaster risk reduction	4.3.2.1. Number of counties with gender responsive policies and legal framework for disaster risk reduction.	3	10	4	n/a	n/a	n/a
		4.3.2.2. Number of counties with gender responsive POLICIES framework for disaster risk reduction.	3	10	4	n/a	n/a	n/a
		4.3.2.3. Number of counties with gender responsive LEGAL framework for disaster risk reduction.	3	10	3	n/a	n/a	n/a

CPD Output 4.4: Communities have improved adaptive capacity to disasters including from climate change	Indicator 4.4.1 Number of men & women benefitting from improved climate proofed livelihood and income generating activities	4.4.1.1. Number of men & women benefitting from improved climate proofed livelihood and income generating activities	13,499	50,000	16,500	n/a	n/a	n/a
		4.4.1.2. Number of WOMEN benefitting from improved climate proofed livelihood and income generating activities	7,560	28,000	9,240	n/a	n/a	n/a
		4.4.1.3. Number of MEN benefitting from improved climate proofed livelihood and income generating activities	5,339	22,000	7,260	n/a	n/a	n/a

Source: IRRF / CPD indicators baselines, milestones, targets and report on actuals

Output indicators: https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCPDOutputIndicators.aspx?ou=KEN&cycle_id=240

Outcome indicators: https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCPDOutcomeIndicators.aspx?ou=KEN&cycle_id=240



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