UNDP KENYA
COUNTRY PROGRAMME DOCUMENT (CPD)
2022-2026

FINAL MID-TERM REVIEW (MTR) REPORT

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ACRONYMS

ACCA	-	Accelerated Clean Cooking Action in Kenya
AfCFTA	-	African Continental Free Trade Area
ASAL	-	Arid and semi-arid lands
BETA	-	Bottom-Up Economic Transformation for Inclusive Growth
BLINK	-	Building Inclusive Kenya
CCA	-	Common Country Analyses
CO	-	Country Office
CPD	-	Country Programme Document
CSO	-	Civil Society Organizations
DAC	-	Development Assistance Committee
DRR-P	-	Deputy Resident Representative Programme
DRR-0	-	Deputy Resident Representative Operations
DFS	-	Digital Financial Services
ERU	-	Environment and Resilience Unit
FGDs	-	Focus Group Discussions
GBV	-	Gender based violence
GDP	-	Gross Domestic Product
HLPF	-	High-Level Political Forum
IEBC	-	Independent Electoral and Boundaries Commission
ILO	-	International Labour Organization
ITU	-	International Telecommunication Union
JDP	-	Joint UNDP-UN Women-UNICEF Devolution Programme
KCWPA	-	Kitui County Ward Public Forums Act
KIPPA	-	Kenya Public Institute of Public Policy and Research
KNBS	-	Kenya National Bureau of Statistics
KRA	-	Kenya Revenue Authority
LNOB	-	Leave No-One Behind
MoI	-	Ministry of Interior and Coordination of National Government
MPI	-	Multidimensional Poverty Index
MSEs	-	Micro and Small Enterprises
MSMEs	-	Micro, Small and Medium-Sized Enterprises
MTP III	-	Third Medium Term Plan
MTR	-	Mid-term Review
NCIC	-	National Cohesion and Integration Commission
NDC	-	Nationally Determined Contributions
NIC	-	National Cohesion and Integration Commission of Kenya
OECD	-	Organization for Economic Co-operation and Development
PWDs	-	Persons with Disability
RCO	-	United Nations Resident Coordinator Office
ROARs	-	Result Oriented Annual Reports
RR	-	Resident Coordinator
SDGs	-	Sustainable Development Goals
TOC	-	Theory of Change
TOR	-	Terms of Reference
UHC	-	Universal Health Coverage
UNDP	-	United Nations Development Program

UNFPA	-	United National Population Fund
UNSDCF	-	United Nations Sustainable Development Cooperation Framework
VNR	-	Voluntary National Report
YEP	-	Youth Employment and Opportunities Project
YSB	-	Youth Sounding Board

EXECUTIVE SUMMARY

Context

Kenya's development agenda is driven by "Vision 2030," which aims to transform the country into a newly industrializing middle-income nation by 2030. In the last decade, Kenya has been marked by numerous crises, ranging from natural disasters such as droughts, fires, floods; high energy prices; agricultural contraction; supply chain disruptions associated with the Russia-Ukraine war; and significant currency depreciation relative to the US dollar, impacting trade and investment.[1] The spillover effects of the Russia-Ukraine conflict, along with the challenges posed by COVID-19 and climate change, added to the significant setbacks faced by the country. These obstacles reversed most of the gains made in the implementation of SDGs. Kenya's reclassification to lower middle-income status, following the rebasing of its economy in 2014, has significant implications for its economic development and official development assistance (ODA).[2] This status shift reflects economic growth, an expanded GDP, and better structural changes. However, it also comes with both opportunities and challenges including, among others, decreased concessional financing, shift from ODA to blended financing, and requirement for stronger domestic revenue collection. Despite notable progress, including poverty reduction and improved human development indicators, Kenya faces challenges such as high youth unemployment, inequality, climate vulnerability, and setbacks from the COVID-19 pandemic.[3]

Kenya's economic growth has proved to be resilient to the prevailing headwinds presented by both geopolitical tensions and tight policy environment during since 2022. The national economic growth was projected to slightly improve from 4.8% in 2023 to 5.0% in 2024 due to the rebound of the agriculture sector on account of the good rains received during the year. Services sector also showed resilience as the tourism sector continued to sustain its recovery from the COVID-19 low as international tourist arrivals grew by 31% by end of August 2023[4]. Between November 2023-January 2024, the country suffered devastating effects of El-Nino rains which resulted to lose of 174 lives by 20th Dec 2023, with 500,000 people displaced due to flooding. The heavy rains also affected critical infrastructure such as roads and power supply, whilst livelihoods were also lost especially for the livestock and agriculture dependent households. The Government formed a National Emergency Response Committee to attend to the flood crisis under the leadership of the Deputy President's Office[5].

Kenya's sovereign debt stood at KSh11 Trillion by the end of June 2023, representing 73% of GDP by the end of the first quarter of the 2023/24 financial year. This follows both the Kenya Shilling depreciation against the US dollar as well as Kenya's US$415.4 million drawdown from the combined Extended Fund and Resilience and Sustainability facilities of US$966.8 million approved by the International Monetary Fund (IMF) in July 2023[6]. High youth unemployment remains a significant challenge, leading to increased concerns about social and economic exclusion.[7] Available data indicates that about 500,000 to 800,000 youths enter the Kenyan job market annually. According to Kenya

[1] Kenya Position Paper on Implementation of Sustainable Development Goals, 2023. Presented to the 11th Session of the United Nations High-Level Political Forum on Sustainable Development.
[2] Kenya transitioned from a Low-Income Country status to a Lower Middle-Income Country upon attaining a Gross Domestic Product (GDP) per Capita of US$ 1,430 in 2014, which has since improved to US$ 2,240 in 2022.
[3] MTP IV, 2024; Economic Survey 2024; Government Position Paper on SDGs; Voluntary National Review, 2024.
[4]Kenya Economic Update : A Balancing Act - Opportunities for Making Growth More Inclusive During Challenging Times (English) - https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099121323045531282/p1797690868fd30930907305dfbdc54bcda
[5]Press Release Monetary Policy Committee Meeting (11 December 2023)
https://www.centralbank.go.ke/uploads/mpc_press_release/2024044271_MPC%20Press%20Release%20-%20Meeting%20of%20December%205%202023.pdf
[6] IMF Executive Board Completed the Fifth Reviews of Kenya's Extended Fund Facility and Extended Credit Facility Arrangements and Approves Arrangement under the Resilience and Sustainability Facility - https://www.imf.org/en/News/Articles/2023/07/17/pr23265-kenya-imf-executive-board-completed-fifth-reviews-eff-ecf-approves-rsf
[7] Kenya DHS Report 2022: dhsprogram.com/pubs/pdf/FR380/FR380.pdf

Demographic Health Survey report 2022, youth unemployment in Kenya remains high, with estimates showing that around 39% of young people aged 18-34 are unemployed or underemployed. The country's youth (15-34 years old) represent about 35% of the population, but account for approximately 80% of the unemployed. Despite Kenya's economic growth, job creation has not kept pace, especially in the formal sector, where youth face a 15.6% unemployment rate compared to 6% for older adults[8]. Tackling this requires addressing the structural barriers that hinder access to quality jobs for young people. There is need to tackle underemployment and enhance acquisition of critical and soft skills for the labor market among the youth.

The UNDP Kenya Country Programme Document (CPD) 2022-2026 supports Kenya's efforts to achieve the Sustainable Development Goals (SDGs). The period under review was July 2022-June 2024. The Mid-Term Review (MTR) of the CPD was conducted to assess the country programme's relevance, coherence, effectiveness, efficiency, and sustainability amid shifts in Kenya's socio-economic landscape and political priorities.[9] The need for Mid-term Review (MTR) was driven by changes in Kenya's implementation context, particularly following the 2022 elections and the shift from the "Big Four Agenda"[10] (focused on manufacturing, food and nutrition security, health, and housing) to the new "Bottom-up Economic Transformation Agenda (BETA)".[11] This report presents the findings of the **Mid-Term Review** of the CPD 2022-2026.

Methodology

The MTR was carried out for 45 days (July 10 - 20 September 2024).[12] The MTR adopted mixed-methods approach, utilizing both quantitative and qualitative research approaches aligned with the OECD Development Assistance Committee (DAC) evaluation criteria. The three main sources of data were: i) Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). A total eighty (80) stakeholders from UNDP Kenya Country Office (CO), selected UN agencies in Kenya, Government officials from relevant Ministries, Departments and Agencies (MDAs), county focal persons, selected Civil Society Organizations (CSOs) and beneficiaries, implementing partners, donors and other development partners, among others participated in the MTR. ii) Documents, files, publications, reports and relevant literature and budget; and iii) E-survey, through a questionnaire administered virtually to selected key stakeholders

Limitations: The MTR was constrained by some challenges: i) The evaluation team was unable to travel to the field to see projects and consult with stakeholders in the targeted counties face-to-face. This was because of time limitations; ii) some few targeted stakeholders at county levels did not respond to organized focus group discussions and/or key informant interviews; iii) the targeted stakeholders took a long time (over one month to respond to the e-survey). To mitigate these limitations, the evaluator adopted a number of strategies including relying on triangulation of data from various sources and on respondents' self-assessment the implementation of the CPD, and comprehensively engaged UNDP CO staff.

Findings

Relevance and Coherence: The CPD 2022-2026 aligns with Kenya's national priorities. The three

[8] Kenya DHS Report 2022: dhsprogram.com/pubs/pdf/FR380/FR380.pdf
[9] Term of Reference. Kenya Country Programme Document (CPD) 2022-2026.
[10] The former Government of Uhuru Kenyatta launched the "The Big "Four" Agenda to foster on fast tracking the realization of the Kenya Vision 2030. The focus was on four key pillars namely, Manufacturing, Food and Nutrition Security, Universal Health, and Affordable Housing to be implemented between 2018 and 2022 plan period.
[11] Medium Term Plan IV: Bottom-up Economic Transformation Agenda (BETA). The priorities for the new Government of President Ruto include: i) Finance & Production; ii) Infrastructure; iii) Social Sector (Universal Health Coverage, Social Protection, Human Capital), Technology & Innovation, Digitization, Economic Empowerment, and Population); iv) Environment and Natural Resources; and v) Governance and Public Service (including strengthening Security and Devolution).
[12] Okwach Abagi, an International Consultant, conducted the MTR. UNDP CO M&E Officer provided logistic support.

pillars of the CPD are clearly aligned with Kenya's Vision 2030 which aims to transform the country into a newly industrializing, middle-income nation by 2030[13]. Further the CPD was found to be aligned with the "Bottom-up Economic Transformation Agenda" (BETA) and the Fourth Medium Term Plan (MTP IV). Overall, the UNDP Kenya program is highly relevant to the country's national priorities, the specific needs of its beneficiaries, and the global SDGs. Its alignment with strategic national frameworks, focus on vulnerable populations, and adaptability to changing contexts demonstrate a comprehensive approach to relevance. However, the MTR report also highlight areas for improvement, such as the need for increased stakeholder engagement or more targeted interventions to address gaps in reaching youth and marginalized groups effectively.

The country programme is guided by the UNDP Strategic Plan 2022-2025 (and its Six Signature Solutions). The CPD is derived from the UNSDCF 2022-2026 for Kenya, where its outcomes and indicators are linked and coherent, as the country programme continues to address the country's development needs. Based on the current Kenya context, there are emerging opportunities (including Gen Z demand, aspirations and needs) that UNDP Kenya could support. These include working with national and county governments, the private sector, and CSOs to create employment opportunities especially in Micro, Small and Medium Enterprises (MSMSEs), saving the environment and addressing climate change, and promoting effective delivery of public services in Kenya.

Effectiveness
Based on the UNDP Country Office Annual Reports 2022 and 2023[14] and stakeholders' interviews at national, country and institutional levels, and triangulation of data from various sources, the CPD has laid a solid foundation and made satisfactory contribution to the country's development, and relevant to its main institutional stakeholders and responded to their strategic needs. In a nut-shell, the CPD has been satisfactorily making progress towards the overall achievement of CDP planned results, and contributing to the UNSDCF 2022-2026, thus to varying degree, addressing the UNDP Strategic Plan 2022-2025, and Signature Solutions. The country programme strategy and approaches were effective and appropriate to national and county governments and targeted institutions in institutional capacity building allowing achievements of planned results through strategic partnerships. Additionally, UNDP interventions were effective in supporting the national institutions in development of key policies that provided regulatory frameworks for service delivery. Overall, and to varying degrees, CPD have laid a good foundation and made people in Kenya at risk of being left behind, inhabit an inclusive, enabling, socially cohesive, and peaceful society (contributing to SDGs 5, 10, 11, 16 and 17); derive benefit from inclusive, and environmentally/climate-sensitive quality livelihoods with decent work in the sector economies, and realize growth that is resilient, green, and equitable (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14); and have access to and derive benefit from sustainably managed ecosystems for nature-based solutions in a green transition (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14, and 15).

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[13] Kenya Vision 20230
[14] UNDP Kenya 2022 Annual Report; And 2023 Annual Report.

A summary of key achievements in each outcome area of the CPD are provided below:

A: <u>Governance, Peace and Social Cohesion:</u>
Overall, the UNDP Kenya's interventions under pillar one have been instrumental in advancing democratic governance, enhancing social cohesion, and promoting inclusivity in governance processes. The focus on capacity building, access to justice, peace building, and inclusive participation aligns with national priorities and the global SDGs 5, 10, 11, 16 and 17. However, the MTR notes that further efforts are needed to enhance public service delivery, both at the national and county levels, and to support strategic initiatives for preventing violent extremism among youth in various parts of the country.

i) Democratic Systems and Space for Inclusive Participation and Social Cohesion Enhanced:
Working with state and not-state actors, the UNDP country programme strengthened capacities of peace architecture at national, county and community levels, allowing UNDP Kenya to achieve tangible results in terms of stronger government capacity to operationalize policies and legal frameworks on conflict management, cohesion and human security. In targeted counties, citizens are able to inhabit an inclusive, enabling, socially cohesive, and peaceful society where human rights are upheld, benefit from accountable institutions, participate in transformative governance systems that are gender-responsive, and uphold the rule of law. For example, in targeted counties the interventions resulted in enhancing peace at the county level, strengthened coordination mechanisms of the Kenya National Focal Point on Small Arms and Light Weapons (KNFP-SALW) which raised awareness in Bungoma, Busia, Garissa, Kajiado, Kitui, Migori, Narok, Tana River, and Trans Nzoia Counties on voluntary surrender of illegal arms and weapons to the relevant government authorities. This initiative led to the surrender of 1,240 illegally held firearms and destruction of 5,144 illegal small arms and light weapons. This profound milestone resulted to reduction in crime in the targeted counties, making communities safer and less prone to violent incidents.[15]

ii) Capacity of Rights-Holders and Governance Institutions for Transparency, Accountability, and Human Rights Enhanced. The country programme supported 14 counties to integrate gender, children, youth, and persons with disabilities into their County Integrated Development Plans (CIDPs)[16],[17]. The investments in capacity building and public finance management (PFM) contributed to a KSh 437 million revenue increase, reaching KSh2.087 billion by County Governments, reducing the gap in Own Source Revenue (OSR) by 40% since 2019[18]. Another notable result was achieved in budget allocation to Gender Based Violence (GBV) and efforts against Female Genital Mutilation (FGM) which increased by 36% from Kenya shillings 132,477,238 in 2019/2020 to 362,518,954 in 2023/2024 in targeted countries, reflecting UNDP's commitment to signature solution six on gender equality (SGD 5).

iii) UNDP CO contributed to strengthening the capacity of government institutions and CSOs towards promoting access to justice, creating a secure, peaceful, inclusive, and cohesive society.[19]
UNDP CO worked closely with CSOs to address the denial of basic rights and barriers to access to

[15] Terminal Evaluation for Transcending Foundation of Peace and Security for Inclusive and Sustainable Development in Kenya
[16] Joint Devolution Programme Evaluation Report, 2023
[17] Terminal Evaluation Report for Joint Devolution Programme
[18] UNDP KE CO 2023 Annual Report
[19] Including Garissa, Isiolo, Lamu, Marsabit, Mombasa, Nairobi, Nakuru, Tana River, Uasin Gishu and Wajir Counties

justice, particularly among the marginalized and poor in at least 16 counties of Kenya. As a result, the country programme contributed to law amendments in 18 counties and improved the integration of human rights into local laws and policies. The county programme also enhanced access to justice by providing legal aid to marginalized people in Garissa, Isiolo, Lamu, Marsabit, Mombasa, Nairobi, Nakuru, Tana River, Uasin Gishu and Wajir Counties with 79, 284 beneficiaries (36, 261 males and 43, 023 females)[20],[21].

iv) Country programme contributed to Kenya's sustainable democratic progress and strengthened the capacities of the Independent Electoral and Boundaries Commission (IEBC), Office of the Registrar of Political Parties (ORPP), National Steering Committee on Peace building (NSCP), National Cohesion and Integration Commission (NCIC), and CSOs. These efforts led to enhanced capacities of these institutions to prepare, manage and deliver a peaceful, democratic elections in 2022. Peaceful electoral environment resulted in women vying for gubernatorial positions increasing from nine in 2017 to 22 in 2022, out of whom 7 women were elected as County Governors, achieving a 15% success rate. The number of female MPs rose from 23 (8%) in 2017 to 29 (19%) in 2022 while those of MCAs rose from 96 (7%) in 2017 to 115 (8%) in 2022. This is a key achievement of the CPD as it demonstrates progressive milestones towards achieving gender equality and meeting the two-thirds gender rule as outlined in the 2010 Kenya constitution.

B: <u>Sustainable, Inclusive, Green Growth</u>:
Overall, UNDP Kenya's efforts under this pillar have laid a good foundation for promoting inclusive, resilience, inclusive and green growth in key economic sectors (SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14). The programme has contributed to the enhancement of youth and women's participation in green economic activities, supported climate-smart agricultural practices, and laid a foundation for digital transformation. While there have been significant achievements, challenges remain in scaling up initiatives, ensuring financial inclusion, and integrating a holistic approach to green growth.

i) Policy Support: UNDP Kenya country programme has made good contribution and strides in supporting the development of national policies and strategies for green growth. The programme contributed to formulation of the National Green Jobs Strategy and Action Plan (2023-2027), focusing on building capacities in key sectors for climate adaptation and green economy initiatives[22]. UNDP Kenya efforts aimed to create an enabling policy environment for green financing, climate-smart agriculture, and sustainable resource management.

ii) Youth and women support: In collaboration with the Country Government and private sector, UNDP Kenya strengthened the capacity of youth-led SMEs to participate in the African Continental Free Trade Area (AfCFTA)[23] and enhanced capacities to promote innovation in existing and emerging markets across productive sectors for youth, women and micro, small and medium-sized enterprises (MSMEs). Thus, the country programme supported and helped formalize over 30,814 associations and umbrella organizations registered on the Micro and Small Enterprises Authority platform, equivalent to more than 1,078,490 MSEs. This platform served as the launching pad for the government's Group loan lending initiative, disbursing over KES 163,974,753. The programme also supported the export promotion training to youth and women-led SMEs enterprises in 5 counties (Kisumu, Kisii, Machakos,

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[20] UNDP KE CO 2022 Annual Report
[21] Counties targeted with access to justice initiatives include: Garissa, Isiolo, Kisumu, Lamu, Marsabit, Mombasa, Nairobi, Nakuru, Tana River, Uasin Gishu, and Wajir Counties, And also Kitui, Turkana, Kilifi, Kwale, Kisumu, Kakamega and Vihiga.
[22] UNDP CO 2023 Annual Report.
[23] The African Continental Free Trade Area (AfCFTA) guided trade initiative saw UNDP collaborating with Ghana and Kenyan entities to host a trade expo resulting in potential activations valued between US$5 million and $6 million. The expo witnessed the sale of over 4,209 individual product items, representing 55% of the value of goods presented

Nairobi, Embu and Kwale). Also, the country programme enhanced capacity of 54 youth tree growing groups (1731 members – female 825, male 806) to participate effectively in green economy, through training in appropriate technical, financial and agro economic practices. The outcome of such effort has been encouraging. For example, the group earned approximately US$180,000 in 6 months[24]. In partnership with county governments and the private sector, UNDP CO facilitated the establishment of youth innovation and empowerment centers in Tana River and Isiolo counties. These centers provided training to over 2,000 youth, equipping them with skills in business development, climate-smart practices, and market access. Some of the youth are able to create their own employment and earn a living. For example, enhanced the capacity of youth tree-growing groups, which earned approximately USD 180,000 in six months.[25]

iii) Strengthening Policy Frameworks on SDGs: UNDP collaborated with the government to develop national policy frameworks for SDG tracking and reporting. The program supported the creation of data systems that monitor the implementation of SDGs at both national and county levels, contributing to more evidence-based policy-making and planning. According to the SDG Indicator Framework, Kenya is now able to report on 168 indicators (67.7%) an increase from 128 in 2016.[26] These efforts have positioned Kenya to better track its progress toward meeting its SDG commitments, although further work is required to cover all SDG indicators comprehensively. The country programme assisted in the localization of SDGs by supporting county governments in integrating SDG priorities into their Mid-Term Plan (MTP) IV related development plans.

iv) Innovation and Capacity Building: UNDP Kenya Accelerator Lab's "FemiDevs" program empowered 200 young women in Western Kenya with digital skills, bridging the digital divide and enabling women to participate in the digital economy. Although there are no reports on whether the trained women got jobs or started their businesses, the initiatives highlighted UNDP Kenya's commitment to drive digital transformation and green growth in Kenya, though more strategic investments are needed to fully explore their potential. There is need for follow-ups to monitor and report on the impact of such innovative interventions as they have the potential to be scaled up.

C: Nature Based Solutions and Resilience
Overall, UNDP Kenya's interventions under this pillar have contributed to significant progress in enhancing Kenya's climate resilience and promoting nature-based solutions. In Targeted counties, people have access to and derive benefit from sustainably managed ecosystems for nature-based solutions in a green transition (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14, and 15). The programme's focus on ecosystem restoration, clean energy access, and sustainable resource management aligns with national priorities and global climate commitments. The impact of these interventions is seen in the reduction of greenhouse gas emissions, improved adaptive capacities among vulnerable communities, and the strengthened management of natural ecosystems. However, the MTR highlights the need for more integrated and scalable approaches to ensure long-term sustainability and resilience across counties.

i) Forest and Ecosystem Conservation and capacity building: UNDP Kenya worked closely with the Ministry of Environment and Forestry to monitor and prevent deforestation and forest degradation. The program's interventions contributed to the rehabilitation of 350 hectares in key forest areas, including Kakamega, Kaptagat, and Enosoopukia. Moreover, 20 tree nurseries were established, with a

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[24] Ibid.
[25] UNDP CO 2022/2023Annual Reports
[26] Sustainable Development Goals in Kenya Statistical Annex to the Kenya Voluntary National Review, 2024. Total(global) SDG Indicators 248

capacity of 649,824 seedlings, aimed at promoting afforestation and reforestation efforts in these regions. The country programme strengthened the capacity of the State Department of Forestry, NETFUND, and the Kenya Forest Service to support forest management and conservation efforts. This support enhanced the ability of these institutions to coordinate and manage forest ecosystems effectively.

ii) Land Use Planning: The country programme supported four counties—Narok, Makueni, Vihiga, and Elgeyo Marakwet in reviewing and mainstreaming land use plans in their third-generation County Integrated Development Plans (CIDPs). This initiative aligns with the National Climate Change Action Plan III and Long-Term Low-Emission Development Strategies (LT-LEDS), promoting sustainable land use and climate adaptation practices at the county level.

iii) Biodiversity Conservation: The country programme contributed to the enhanced coordination and management of the Maasai Mara Ecosystem. This support included drafting the Greater Maasai Mara Ecosystem development plan and facilitating public consultations. As a result, there was a significant reduction in poaching, with an 86% prosecution success rate in the Tsavo Conservation Area, marking progress in preserving Kenya's rich biodiversity.

iv) Disaster Risk Management (DRM): The country programme enhanced the capacities of national and county governments in disaster risk preparedness, response, and recovery. For example, 12 counties increased their budget allocations for disaster management, totaling approximately KSH 1.4 billion in the 2021/2022 financial year.

v) Adaptive Capacity Building in ASALs: UNDP's interventions in the Arid and Semi-Arid Lands (ASAL) regions improved the adaptive capacities of approximately 36,522 people (18,626 females and 17,896 males). The focus was on improving food security, water availability and access, and livelihoods through the rehabilitation of nine small-scale irrigation schemes in Turkana, Garissa, and Tana River. These efforts involved climate-proofing irrigation infrastructure using closed water conveyance systems, reducing flood damage, and implementing solarization to minimize greenhouse gas emissions.

vi) Knowledge Management for DRM: UNDP facilitated national symposia for disaster risk reduction and International Day for Disaster Risk Reduction (IDDRR) to enhance the knowledge management capacity of DRM stakeholders. This initiative fostered a commitment from both national and county governments to increase engagement in disaster risk management, promoting risk-informed planning across sectors.

vii) Clean Cooking Technologies: UNDP country programme promoted access to cost-effective clean energy, particularly in ASAL regions (SGD 7). The program enabled 10,000 vulnerable households to adopt clean cooking technologies, demonstrating UNDP's commitment to the "Leave No One Behind" principle. This intervention contributed to an estimated reduction of 25,000 tons of CO2 emissions annually, supporting Kenya's efforts to mitigate climate change.

viii) County Energy Plans: UNDP supported the development of County Energy Plans (CEPs) in Tana River, Kajiado, and Machakos. These plans will guide the implementation of energy projects over the next 10 years, ensuring a sustainable and inclusive approach to clean energy access at the county level. The CEPs will be reviewed every three years to align with evolving energy needs and priorities.

ix) Supporting Climate Action: UNDP supported national and county governments to prioritize accelerated structural transformation through green, inclusive, and digital transitions. By placing nature and the environment at the core of Kenya's economic growth, the program contributed to the delivery of Kenya's NDCs under the Paris Agreement (SDG 13).

x) Monitoring Climate Action: UNDP enhanced the technical capacity of the Ministry of Environment and Forestry to monitor and report on climate action, supporting the implementation of Kenya's Long-Term Low-Emission Development Strategies (LT-LEDS). This monitoring mechanism ensures that Kenya meets its climate targets, including those related to reducing greenhouse gas emissions, promoting renewable energy, and enhancing climate resilience.

xi) Evaluation Rating and Achievement Summary Table for CPD 2022-2026: The ranking of achievement is based on the Consultant's assessment and data provided by UNDP Units/Portfolios, and relevant UNDP Kenya partners, including some donors. The data was then triangulated to arrive at the rating on each of the CPD Outputs, as shown in the table 1 below. Assessment and rating is done on: Relevance, Effectiveness on the 11 Outputs, Efficiency, Partnerships, Cross-cutting issues, and adaptive management.

Table 1: Evaluation Rating by CPD Outputs

Criteria of Measure	CPD2022-2026	MTR Rating	Achievement Remarks
Relevance	All Three Pillars (Outcomes)	HS	Highly relevant to national priorities and institutions
Effectiveness (progress towards results)	**Output 1.1** Democratic systems and space for inclusive participation and social cohesion towards peace and security are enhanced.	S	UNDP played a pivotal role in 2022 general peaceful elections resulting to increased number of women elected. The number of peace, social cohesion, preventing and countering violent extremism, and human security plans, policies and legal frameworks enacted and implemented resulted to surrender of 1,240 illegally held firearms and destruction of 5,144 illegal small arms fostering sustained peace. Access to justice fostered democratic governance, human rights and rule of law.
	Output 1.2: Capacity of rights-holders and governance institutions to ensure transparency, accountability, and human rights principles towards the attainment of SDGs enhanced.	HS	Capacity of right holders and governing institutions as satisfactorily been built. More need to be done, especially at county level, going forward
	Output 1.3: Enhanced capacity and governance of duty-bearers to support public delivery of basic services at national and devolved levels	S	This still remains a big challenge. Citizenry are demanding effective service delivery at national and county levels
	Output 1.4. Electoral, legislative and oversight	S	The 2022 support to IEBC, Office of Registrar of Political Parties,

	institutions strengthened to promote inclusive, transparent and accountable governance and service delivery		Judiciary, and CSO is commendable as the enhanced capacities of Election Management Bodies (EMBs) enabled the country to hold a peaceful, participatory, inclusive and democratic elections. More work need to start now in building capacity in preparation for 2027 general elections.
	Output 2.1. Inclusive and resilient green growth policies, financing and practices across key growth sectors enhanced	U	This remains a big challenge. UNDP Kenya CO and the government need to be innovative, inclusive and use holistic/integrated approach for green growth, going forward.
	Output 2.2: National policy frameworks, planning, budgeting and data systems for SDG indicator tracking and reporting and M&E systems strengthened	S	Satisfactory done and on track. UNDP and government partners are doing a good job on this. But more needs to be done to cover all the SDG indicators.
	Output 2.3: Output 2.3. Capacities to promote innovation in existing and emerging markets enhanced across productive sectors for youth, women and micro, small and medium-sized enterprises (MSMEs)	MS	Digital reform /digital transformation and leveraging on technology to promote inclusive and green jobs; and build youth- and women led MSMEs is still a big challenge.
	Output 3.1: Sustainable management of natural resources at national, subnational and grassroots levels, using people-centred approaches, enhanced.	MS	Some good work has been done in combating illegal wildlife trafficking. Increased rates of successful prosecutions of poachers have been witnessed. 4 Conservancies plans - (Tsavo Conservation Area and Maasai Mara landscape) developed, Joint Security Operations undertaken, MoUs/Agreements (Tsavo Conservation Area and Maasai Mara landscape) made UNDP CO, national and county governments have supported this initiative. However, sustainable management of natural resources is still a challenge across counties.
	Output 3.2: Capacities and resilience to disaster risks and climate impact across national and county levels enhanced.	S	Satisfactory work is being done nationally and targeted counties. Strategic interventions should continue.

	Output 3.3. Access to cost-effective clean energy enhanced.	S	Good work is being done in promoting access to clean energy. Need to be rolled-out nationally.
	Output 3.4: Capacities to deliver on nationally determined contributions enhanced – national/county level	HS	Good work being done. Should be maintained.
Efficiency	Resource mobilization and use	MS	By mid-term (30 June 2024), resources mobilized is 36.11% of the total CPD budget. The estimated resource absorption (delivery) for CPD is 29.8% of the required US $ 120 M to implement the CPD.
	Staff (Management, Analysts & Operations	S	Generally efficient. But staff most staff interviewed feel that there are not empowered and supported enough. The issue needs to be addressed in a participatory and strategic manner.
	Reports to stakeholders, including donors	MS	This is an area that need more focus and training for compliance. Top management has to take proactive lead on this.
Partnerships	Across CPD pillars (Outcomes)	HS	Strategic partnerships, contributing to achievement of results.
Sustainability	Across CPD pillars (Outcomes)	ML	There is moderate risks due to financial resources available for CPD. However, there is commitment by UNDP CO to mobilize additional resources for CPD. New projects are already identifies and resources committed. UNDP. Needs need innovating projects.
Cross-cutting issues	Across all CPD pillars (Outcomes)	HS	Human Rights and GEWE, and LNOB are mainstreamed in the CPD and implementation.
CPD implementation and adaptive management	Across all CPD pillars (Outcomes)	S	Above average. UNDP CO is already using adaptive management approach. More strategic focus is needed, going forward. The CO has already co-created, with MDAs, projects that of national priorities in nature, including digitization and police reforms.

Key for MTR Ratings

Highly Satisfactory (HS)	**Objectives/outputs is expected to achieve or exceed all its targets without any shortcomings. Progress towards the objective/output can be presented as "good practice"**
Satisfactory (S)	Objectives/output expected to achieve most of its targets with minor shortcomings.
Moderately Satisfactory (MS)	Objective/output is expected to achieve most of its targets but with significant shortcomings.
Moderately Unsatisfactory (MU)	Objective/output is expected to achieve most of its targets but with significant shortcomings.
Unsatisfactory (U)	Objective/output is not expected to achieve most of its targets.
Highly Unsatisfactory (HU)	Objective/output has failed to achieve its midterm targets and is expected not to achieve any of its targets.

Key for Sustainability Ratings

Likely (L)	**Negligible risks to sustainability; The main achievements are about to be reached at the close of the project and should be maintained for the foreseeable future.**
Moderate Likely (ML)	Moderate risks; At least some achievements should be maintained, given the progress towards the outputs of the achievements of the mid-term review.
Moderate Unlikely (MU)	Significant risks that the main achievements are not maintained after the closing of the project, except for certain products and activities
Unlikely (U)	Strong risks that output achievements and major products are not maintained.

Efficiency: Overall, analysis of the resources mobilized, resources utilized, and the results achieved so far reveal that the programme translated resources into tangible results and offered value for money. However, during interviews with various stakeholders including donors, one of the key issues raised was that UNDP Kenya seems to have had insufficient financial resources mobilization strategy to mobilize resources to fund the projects under the current CPD.

UNDP CO needed an estimated US $120,000,000 to successfully implement the CPD 2022-2026, comprising primarily non-core resources $110,500,000 and core resources of $9,500,000 over the four-year period. In the last two years, UNDP Kenya has been able to mobilize resources internally from various donors for specific relevant projects. The main donors include Embassy of Sweden, European Union, Embassy of Japan, Embassy of Germany, FCDO, Embassy of Ireland, Green Environmental Facility (GEF), Embassy of Italy and Embassy of Netherlands among others. By June 2024, about US $ 43, 332, 000 (36.11%) of the CPD required resources had been mobilized, reflecting a significant gap in both available resources for CPD implementation and a lack of comprehensive resource mobilization strategy. By the end of the period under review, estimated resources utilized for CPD implementation was $35, 847,522 (29.8%) of the required resources.

Top management – staff relationship: The leadership and management structure and approaches used by the UNDP CO is appropriate and results oriented, and generally contribute to effective implementation and results. However, there seems to be a gap between top management and the rest of the CO staff, where the later feel insecure and not empowered enough. Interviews with UNDP CO staff from various Units raised this issue. Triangulation with external partners (donors in particular) raised the same concerns. External partners highlighted that while senior management have a clear vision where UNDP Kenya is going, there is gap in lower management and other staff as they appear not to be fully empowered to make decisions. This has potential to affect resource mobilization and resource absorption efficiency. The staff issues are critical and need to be discussed and addressed internally at CO level to make sure that both top management and the rest of the staff have common vision, understanding, and work toward the successful implementation of CPD 2022-2026.

Knowledge Management and Reporting by UNDP CO: UNDP Kenya project reports to donors and other stakeholders are usually sent late, and are not of the quality needed and do not report outcomes but a series or relevant CPD activities. Discussion with operations and programme staff and donors indicate that UNDP CO Project reports are usually submitted to the donors late (even 3-4 months late. Donors feel that this is one area that UNDP must improve on.

Partnerships: There is evidence that UNDP CO had strategic partnerships that resulted in achievement of results articulated and planned in the CPD. Overall, UNDP CO partnerships are in line with the objectives and priorities articulated in the CPD, strategic, and promote results. The CO promoted strategic partnerships with other UN agencies (UN Women, UNCEF, UNDRR, UNFPA, WFP, FAO), and relevant government MDA, CSO, academia (e.g. Kenyatta University), and the local media. Implementation of each Outcome, under the CPD was done through partnerships/partners. According to FGDs and interviews conducted with various stakeholders there is satisfaction with UNDP as a trusted partner, with technical staff who are knowledgeable to support Kenya's development priorities and needs.

Monitoring: With the leadership of DRR-P and Team Leaders, UNDP CO manages, monitors and provides leadership and oversight of the implementation of the CPD and its projects. Generally, up to MTR, the management is reported by internal and external stakeholders to be effective in managing the

country programme. Interviews with UNDP CO staff (Team Leads and Portfolio Analysts) indicate that inter-unit collaboration and silo programming seems to be a challenge. Reports availed indicate that apart from Consolidating Democratic Dividends project, Transcending Peace and Peace Building Fund Project that worked in synergy during the 2022 electoral cycle, the rest of the projects are implemented in silos and lack synergy with other interventions. Effective/efficient application of Result Based Management, Learning and Reporting is still work in progress at the UNDP CO. Staff need more training on RBM for planning, monitoring and effective reporting to various stakeholders, including donors.

Cross-Cutting Issues:

Human Rights Mainstreaming: Human Right Based approach to implementation is clearly articulated in the CPD 2022-2026. Subsequently there is clear evidence of participatory and inclusive approach applied during the design of the CPD 2022-2026. However, the question is, to what extent were priority issues of the marginalized, underrepresented and excluded groups (such as women from ASALs, those living with disabilities, urban poor and youth and other disadvantaged groups) integrated in the CPD at the design stage. They were no reports for the evaluator to make this assessment.

Gender Mainstreaming, Women's empowerment and Social Inclusion: Under the current CPD, the country programme was implemented with gender mainstreaming, women's empowerment and social inclusion in mind, in line with the SDG targets. In all the three Outcomes of the CPD, deliberate efforts were made to reach and empower women, youth and PWD and other marginalized groups and to make sure they benefit from various projects. Tangible examples include enhancing women, youth and PWDs in electoral process[27], inclusion of women, youth and PWDs in Early Warning and Early Response (EWER) mechanisms and peace infrastructure during the pre-and post-election period[28], enhancing women capacity in access to justice and human rights[29], inclusion of women in capacity enhancement and access to clean energy[30], management and conservation of wildlife in conservancies[31] and women's inclusion in access, utilization and management of forest resources[32].

Impact: Most of the UNDP Kenya work was catalytic, targeting capacity building of national and country governments, CSOs and communities. The impact of UNDP Kenya's interventions is evident across multiple dimensions of the country's socio-economic development, and align with key national priorities, such as the Big Four Agenda and Vision 2030. By addressing areas like governance, inclusive growth, climate resilience, and nature-based solutions, UNDP Kenya has contributed and laid a good foundation in Kenya's progress toward achieving the Sustainable Development Goals (SDGs). In summary, UNDP Kenya's interventions have created tangible impact across multiple sectors, contributing to enhanced governance, inclusive growth, and climate resilience. The support for democratic governance, devolution, and peacebuilding has strengthened institutional capacities, improved service delivery, and fostered social cohesion. Efforts in promoting inclusive growth and climate-smart practices have empowered marginalized groups, enhanced livelihoods, and built resilience against economic and environmental shocks.

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[27] Consolidating Democratic Dividends Project 2021-2022 and 2022-2023 Annual Reports.
[28] Transcending Peace 2022 Annual Report
[29] Amkeni Wakenya 2022/23 Annual Report
[30] UNDP ROAR 2022 and 2023 Reports
[31] IWT 2022 Mid-Term Review
[32] UNDP ROAR 2022

Sustainability: There are indications of initial uptake and ownership of CPD results by stakeholders at the national and county levels, including allocation of resources and expression of commitment and political will. UNPD Kenya supported and worked with relevant government institutions at national and devolved levels and CSOs to build their capacities to develop and/or adopt relevant policy and legal frameworks under the three Outcomes of the CPD. However, such momentum and dynamics is at risk without sustained engagement of national and country government, CSOs and other stakeholders. Based on the MTR findings, the sustainability of various interventions in the three outcome areas of CPD can be assessed across different sectors. In summary, the sustainability of results achieved through UNDP Kenya's interventions is anchored in **capacity building, community ownership, policy support, and financial mechanisms**. By empowering institutions and communities, promoting environmentally sustainable practices, and strengthening policy frameworks, UNDP Kenya has laid a solid foundation for the long-term continuation of positive outcomes. However, maintaining sustainability will require ongoing efforts to enhance capacities, secure funding, and address systemic challenges. Looking ahead, UNDP Kenya's continued focus on building resilient institutions, promoting inclusive and sustainable livelihoods, and fostering partnerships will be crucial in consolidating the gains made and ensuring that the benefits of development interventions endure.

UNPD Kenya Repositioning: Given the current country context, (including Gen Z demands, aspirations and needs), and the findings of the MTR in the three Outcome Areas of the CPD, UNDP Kenya has a great opportunity to reposition itself to support the National and Country governments, CSOs, youth and women, PWDs and other marginalized groups to accelerate progress on SDGs and addressing socio-economic and environment/climate action development priorities. Overall, UNDP Kenya has made significant strides in promoting inclusive development, yet critical challenges remain. Achieving a more inclusive future requires deliberate actions that address poverty, inequality, climate change challenges, access to education, healthcare, and employment opportunities while ensuring the participation of marginalized groups in socio-economic activities. Some of the key priorities to enhance UNDP repositioning going forward include: Enhancing accountability and transparency; strengthening institutions and rule of law; promoting public participation and inclusive decision-making; digital reforms and digital transformation; youth employment, skills development and innovations; building SMEs resilience; nature based solutions and climate resilient; water management and renewable energy. By fostering inclusive growth, UNDP Kenya can help build a more resilient, equitable, and prosperous society for all the Kenyan citizens.

Conclusions
The UNDP Kenya CPD 2022-2026 was relevant to national context and to institutional priorities of its key stakeholders. The CPD, is therefore, aligned with national priorities, consistency with beneficiary needs; contributing towards achievement of SDGs. The CPD mirrors the key priorities outlined in MTP IV 2023-2027. The alignment suggests that UNDP's interventions are strategically positioned to support Kenya's national development objectives as outlined in MTP IV. The country programme is seen to have achieved considerable results with above average resources that were efficiently managed. Results at national, country, and institutional, and policy levels were achieved to a different degree in three outcome areas of the CPD.

Overall, and to varying degrees, CPD have laid a good foundation and made people in Kenya at risk of being left behind, inhabit an inclusive, enabling, socially cohesive, and peaceful society (contributing to SDGs 5, 10, 11, 16 and 17); derive benefit from inclusive, and environmentally/climate-sensitive quality livelihoods with decent work in the sector economies, and realize growth that is resilient, green, and equitable (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14); and have access to and derive benefit

from sustainably managed ecosystems for nature-based solutions in a green transition (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14, and 15). However, based on the current Country context, including young people (Gen Z) demands and needs, UNDP Kenya needs to refocus its country programme in next two years and invest strategically in youth empowerment; focusing on creation of job opportunities, including green jobs and resilience of MSEs, and effective service delivery at country for sustainable development. Kenya's development context underscores the importance of a **multifaceted approach** that tackles unemployment, inequality, climate change, and governance simultaneously. While the country has made progress in various areas, the persistent challenges require **targeted, inclusive, and innovative interventions** that involve all sectors of society. By focusing on youth employment, addressing inequalities, enhancing climate resilience, strengthening governance, promoting digital transformation, and improving monitoring systems, Kenya can move closer to achieving its Vision 2030 and the Sustainable Development Goals.

Recommendations:
Recommendation 1: Invest in youth, focusing on skills training, job creation and resilience in youth-led Small, Micro and Medium Enterprises (SMMEs) by working with selected counties, the private sector and CSOs. *Findings 9-15; Conclusions 1, 3.*
UNDP CO should respond by deliberately and strategically working with the national and selected country governments, the private sector, CSOs and other partners to invest in youth skills training and job creation in SMMEs for faster growth and resilience. This should be a pilot project and area-based initiative, that would be scaled-up based on lessons learned. Some of the areas of investment should include: Investment in selected productive sectors like Digital Transformation, Creative Industry, Smart Agriculture, and Tourism etc.; and making MSMEs build resilience and sustainability through an integrated and demand-driven approach to skills development. Cooperating effectively with the private sector and TVET institutions to promote skills training and employment creation is critical and a priority. Some area of investment includes:

- A digitization and digital transformation: The primary goal is to leverage digital technologies to create green employment opportunities for youth while promoting environmental sustainability and resilience. This involves training youth in digital skills and digital financial inclusion applicable to green sectors, supporting green start-ups, and fostering innovative solutions that address climate change and environmental challenges.

- Climate smart agriculture: is an integrated approach to achievement of food security in face of climate change in Kenya. Working with selected communities in targeted counties, famers are empowered and trained to adapt climate-smart agriculture to include farm-based sustainable land use management practices such as conservation tillage, agroforestry, residue management, and use of indigenous knowledge systems (IKS) and climate smart technologies such as early warning systems and seeds/crops insurance.

- UNDP Kenya should partner with the National Government and private sector to initiate and launch a national competition to encourage innovative youth projects with a focus on scalability and sustainability. This competition would invite youth-led initiatives in areas such as digital innovation, green energy, agriculture, and social entrepreneurship, providing a platform for creative solutions to local challenges. Winning projects would receive seed funding, mentorship, and technical support to pilot their ideas. Once tested, successful projects could be scaled up through partnerships with government agencies, private sector investors, and development partners, ensuring that impactful youth-driven innovations contribute to national development priorities and economic growth.

- A digital financial inclusion strategy be developed specifically targeting youth, to enhance their access to financial services and opportunities for economic empowerment. This strategy should focus on promoting mobile banking platforms, digital wallets, and other fintech solutions that cater to young entrepreneurs and job seekers. In parallel, digital financial literacy programs should be rolled out to equip youth with the skills to manage finances, access credit, and engage in online business and investments. Partnerships between government, financial institutions, and fintech companies can drive innovation, while policies that support affordable and secure access to digital financial services will help young people build financial independence and contribute to broader economic growth.

- UNDP Kenya should support the National and county governments to adopt innovative digital solutions, inspired by global best practices, to create an enabling business and investment environment. Digitizing regulatory processes such as business registration, licensing, and compliance can significantly reduce delays and lower the cost of doing business. Tax administration systems should be modernized through digital platforms that allow for real-time tax filing, payment, and monitoring, making the process more transparent and efficient. Lessons from countries that have successfully implemented e-government solutions, such as Estonia and Singapore, can be adapted to Kenya's context. Additionally, leveraging block chain technology and artificial intelligence in tax administration can enhance security, reduce fraud, and increase compliance, ultimately fostering a more attractive business environment for investors and entrepreneurs.

- Other recommended areas include: Creative industry, Tourism value chain, Circular economy, and professionalization of artisans in areas such as masonry, plumbing, electrical installation, carpentry, and roofing (with the use of appropriate technology) which is related to the Government's housing agenda (MTP IV, 2024).

Recommendation 2: Continue strategically strengthening Good Governance, enhancing the capacity of national and country governments and communities to participate in good governance efforts and demand good service delivery. *Findings 4-8; Conclusions 1-2.*

Given the current country context, including Gen Z demands, aspirations and needs, UNDP Kenya has great opportunity to reposition itself to support the National and Country governments, CSOs, youth and women, PWDs and other marginalized groups to accelerate progress on SDGs and addressing socio-economic and environment/climate action development priorities. Achieving a more inclusive future requires deliberate actions that address poverty, inequality, access to education, healthcare, and employment opportunities while ensuring the participation of marginalized groups in socio-economic activities.

- **Good Governance**: Strengthening good governance and effective participation of the citizenry, including youth, women, PWD and minority groups, is essential for effective policy implementation, equitable resource distribution, and fostering a conducive environment for sustainable and inclusive development. Priority areas include: supporting the government to combat corruption in Kenya; digitation and digital transformation in national and country governments; effective service delivery at national and country levels,

- **Citizen Engagement**: Good governance thrives on the active participation of citizens in the decision-making processes. Public participation in policy formulation, budgeting, and project implementation ensures that government actions reflect community priorities and needs. Strengthening citizen engagement can be achieved by creating inclusive platforms for consultation, enhancing civic education, and leveraging digital tools to facilitate public input and feedback.

County governments should implement the Public Participation Act more rigorously to ensure local communities are involved in governance processes.

- **Policy and Strategy Support:** Providing technical assistance to the Kenyan government to integrate climate adaptation and resilience into national and county-level policies and development plans. This includes updating existing strategies and developing new frameworks to enhance climate action. And

- **Community-Based Adaptation:** Supporting community-led initiatives to adapt to climate change impacts, especially in vulnerable regions. This could include enhancing agricultural practices, water management systems, and promoting sustainable livelihoods to build community resilience.

- **Ecosystem restoration and Green Construction**: Green construction is essential for promoting sustainable development while minimizing environmental damage. A key strategy is using eco-friendly materials like recycled steel, bamboo, and low-carbon concrete to reduce the environmental footprint of construction projects. By selecting locally sourced materials, the construction industry can lower transportation emissions and support local economies, contributing to more sustainable practices.

Recommendation 3: Based on the current country context and demands of youth, the theory of change and programme plan need to be revived to improve CPD relevance to the current context, and close monitoring of UNDP Kenya contribution to youth empowerment, and resilience for sustainable development. *Findings 1-2; Conclusions 3-5.*

- To improve CPD relevance (fit-for purpose to the current context), UNDP CO should organize s workshop with technical people from government and non-state actors for greater harmonization and building consensus on the country programme focus for the next two years.
- Tighten the ToC narrative based on the current context, and review assumptions, risks, and plan for more integrated results (which can be addressed in the next two years), and effectively communicate this to government and other partners. Avoid being too ambitious.
- UNDP country office should focus on strengthening it monitoring system for effective data management and reporting.

Recommendation 4: UNDP CO needs to explore how to effectively draw upon specific area-based experience and lessons, and how to effectively report results to various stakeholders including donors. *Findings 20-21, Conclusion 2.*

- Have M & E officer in each project, and a senior MEL at PMSU to coordinate and supervise them.
- Improve information sharing and learning: There is need to enhance information sharing about partnerships, their functions, successes and challenges.
- Increase reporting on CPD outputs across the pillars. Donors should be strategically informed of the CPD results and the changes it is making om people lives and institutional culture.
- All UNDP CO staff should commit and be trained on research, monitoring and production of knowledge products, including production of result-based reports.
- All UNDP CO staff should understand donor-requirement and templates on reporting of project results to avoid sending poor quality reports.

Recommendation 5: UNDP CO need to revamp resource mobilization strategy by targeting non-traditional donors and show-casing the impact it has created in supporting national and country government in address specific issues including poverty, job creation, environmental conservation and resilience, and governance. *Findings 15-16; Conclusion 5.*

- CO needs to enhance the visibility of its work and contribution the CO has made in supporting development priorities (show results/evidence).
- There is need for UNDP CO to reach-out to non-traditional donors like the private sector including bond funding;
- UNDP need to support the Government (Treasury, MDAs and targeted Counties) to integrate GRB (planning, policy reform and financing) which will optimize the development outcomes.
- Applying for international/regional call for proposals on climate change action and gender mainstreaming in sector work (e.g. Climate change adaptation, mitigation and management fund; WEE funding through private sector).

Recommendation 6: UNDP CO should call around table dialogue with donors to assure them on the CO commitment to supporting Kenya priorities, and also discuss modalities of enhancing joint project visits. *Findings 15, Conclusion 5.*

- Have open discussions on challenges, gaps and opportunities the CO is facing
- Build consensus on the topical issue of reporting
- Briefing donors on priority focus and resource needs for the next 2 years.

Recommendation 7: National Elections in Kenya will be in August 2027. By now UNDP should have put in place a support framework for a free, fair and credible election 2027 in Kenya. *Finding 7; Conclusion 1.*

- UNDP CO should be pro-active, prompt and dialogue with Government to request for support for 2027 elections.
- UNDP CO should lead UN Agencies in resource mobilization for 2027 election in Kenya.
- UNDP should dialogue/build consensus with IEBC and Office of Political Parties, and CSO on the support needed for presenting and managing free, fair and credible election in 2027**.**

Recommendation 8: There is need for UNDP CO senior management to discuss with staff, collectively and individually, issues of staff support, accountability to CPD results, and training. Any new staff who joint UNDP should undergo RBM and MEL training. *Findings 18, Finding 18; Conclusion 5.*

Recommendation 9: UNDP CO should develop an exit strategy linked to the projects to be implemented under CPD in the remaining two years.
There is discussion among UNCT in Kenya to extend the period of UNSDCF 2022-2026 up to for one year or up to 2030. Once a decision is reached, the CPD should also be extended to the same period of the CF. UNDP should develop an exit strategy to the CPD projects agreed upon to be implemented under the extended CPD**.**

Lessons Learned:
The MTR report provides valuable insights into the successes, challenges, and areas for improvement in the implementation of various development programs. These lessons learned are crucial for informing future strategies, enhancing program effectiveness, and ensuring sustainable impact. The key lessons

from the MTR process and can be categorized into the following area: governance, inclusive growth, climate resilience, and partnerships.

Lesson 1: Governance and Institutional Strengthening
- *The importance of capacity building for effective decentralization:* One of the key lessons is that effective decentralization under Kenya's devolution framework requires sustained capacity building for county governments. While devolution has improved local service delivery and citizen engagement, the capacity gaps in planning, budgeting, and policy implementation at the county level have often hindered the full potential of these efforts. The lesson here is that continuous training and technical support are essential for empowering local governments to deliver development outcomes and manage resources efficiently.

- *Integrating public participation in Governance:* The MTR reports underscores that public participation is vital for creating policies and programs that address the needs of communities. Engagement with citizens, particularly marginalized groups, enhances the inclusivity, relevance, and effectiveness of governance interventions. The lesson is that creating platforms for inclusive dialogue, strengthening civic education, and leveraging digital tools for feedback can significantly improve transparency and accountability in governance processes.

- *Combating corruption requires Multi-Pronged Approaches:* Addressing corruption and promoting accountability at national and country levels in Kenya requires not just institutional reforms but also a cultural shift that emphasizes integrity and ethical leadership. The lesson learned is that anti-corruption efforts must include strengthening institutions, enforcing laws, and promoting a public ethos that rejects corruption. Community engagement, awareness campaigns, and the protection of whistleblowers are critical components of a comprehensive anti-corruption strategy.

Lesson 2: Promoting Inclusive Growth and Livelihoods
- *Need for tailored approaches in economic empowerment:* The MTR report highlights that economic empowerment programs, such as support for small and medium-sized enterprises (SMEs) and entrepreneurship training, have a greater impact when tailored to the specific needs of different demographic groups, including women, youth, and persons with disabilities. A one-size-fits-all approach may not adequately address the unique challenges faced by these groups. Therefore, the lesson is to design targeted interventions that consider factors such as access to capital, skills development, and market linkages, ensuring that economic opportunities are inclusive and equitable.

- **Enhancing skills to bridge the employment gap**: A key lesson learned is that skills development must align with market demands to effectively address youth unemployment and underemployment. Programs focusing on technical and vocational education and training (TVET) have proven successful when they incorporate private sector input to ensure that skills training meets labor market needs. The lesson here is that building partnerships with industries and employers is essential for designing curricula that equip youth with practical and marketable skills, increasing their employability and driving economic growth.

Lesson 3. Climate Resilience and Nature-Based Solutions
- *Community Ownership Drives Environmental Sustainability*: The report demonstrates that community-led conservation and natural resource management are more successful and sustainable than top-down approaches. Engaging local communities in designing, implementing, and monitoring nature-based solutions fosters a sense of ownership and responsibility for protecting

natural ecosystems. The lesson is that building community capacity, securing land tenure rights, and incorporating traditional knowledge into conservation efforts can significantly enhance the effectiveness of environmental initiatives.

- **Integrating climate action into development planning**: The lesson learned from UNDP Kenya climate resilience programs is that climate action must be integrated into all aspects of development planning and policy. Addressing climate change in isolation from other socio-economic issues can limit the success of interventions. Thus, mainstreaming climate-smart practices across sectors, such as agriculture, infrastructure, and urban planning, ensures that climate adaptation and mitigation efforts are holistic and aligned with national development goals.

- **Adapting solutions to County Contexts**: Projects focused on climate-smart agriculture, water resource management, and ecosystem restoration have shown that interventions must be adapted to the specific environmental, cultural, and socio-economic contexts of the target areas. The lesson here is that one-size-fits-all solutions are less effective than tailored, locally-driven approaches. Incorporating local knowledge, involving community stakeholders, and adapting to unique local conditions lead to more sustainable and impactful results.

Lesson 4. Partnerships and Resource Mobilization

- *Multi-Stakeholder Partnerships Enhance Program Effectiveness*: One of the most significant lessons is the power of partnerships in achieving sustainable development outcomes. Collaboration between the government, civil society, the private sector, development partners, and communities has proven effective in leveraging resources, sharing expertise, and enhancing the reach of interventions. The lesson is that building multi-stakeholder platforms can facilitate knowledge exchange, foster innovation, and ensure that interventions are aligned with national priorities and local needs.

- **Mobilizing climate finance for long-term impact**: Accessing climate finance has been instrumental in scaling up climate resilience initiatives. The report suggests that building national capacity to develop bankable projects and navigate complex funding mechanisms is crucial for securing ongoing support. The lesson learned is that mobilizing and managing climate finance effectively requires strong institutional capacities, transparent governance structures, and strategic planning to ensure that funds address priority climate adaptation and mitigation needs.

Lesson 5: Monitoring, Evaluation, and Adaptability

- *Data-driven decision-making improves outcomes*: The MTR report emphasizes the importance of data collection, monitoring, and evaluation and learning in guiding program implementation and policy-making. Access to reliable data allows for evidence-based decision-making, enabling the identification of gaps, tracking of progress, and adaptation of strategies to maximize impact. The lesson is that establishing robust monitoring and evaluation (M&E) systems, including the use of digital tools and community feedback mechanisms, is essential for achieving sustainable development results.

- *Flexibility and adaptability lead to success*: Interventions that incorporated flexibility to adapt to changing circumstances, such as climate variability, economic shifts, and emerging challenges (e.g., the COVID-19 pandemic), proved more successful. The lesson here is that development programs should be designed with adaptive management frameworks that allow for adjustments in response to evolving needs, ensuring relevance and effectiveness over time.

In a nut-shell, the lessons learned from the UNDP Kenya programme highlight the importance of local ownership, tailored approaches, multi-stakeholder partnerships, comprehensive planning, and data-driven decision-making. Future interventions should build on these insights by prioritizing capacity building, fostering community engagement, integrating climate resilience into all sectors, addressing systemic inequalities, and enhancing M&E systems. By applying these lessons, UNDP and its partners can design more effective, sustainable, and inclusive programs that drive Kenya's development agenda forward and contribute to the achievement of the Sustainable Development Goals.

1.1 Introduction

The Country Programme Document (CPD) 2022-2026 approved by the Joint Executive Board in June 2022, outlines Kenya's development priorities and UNDP support towards achieving the Sustainable Development Goals (SDGs). UNDP has been a strategic partner to Kenya, working closely with the Government and other stakeholders to support development priorities. This report presents the findings of the Mid-term Review (MTR) of the UNDP Kenya County Programme Document (CPD) 2022-2026. The MTR covers the period July 2022-June 2024. The MTR was conducted between 12 July and 20 September 2024. The MTR was commissioned and managed by UNDP Kenya Country Office (CO) and conducted by the International carried on by an independent Consultant.[33] The report is divided into 8 Sections:

- Section 1: Introduction
- Section 2: Country Development Context and Implications for Lower Middle-Income Status
- Section 3: CPD 2022-2026 Focus and Outcomes
- Section 4: Methodology
- Section 5: MTR Findings
- Section 6: Conclusions
- Section 7: Lessons Learned
- Section 8: Recommendations;

1.2 MTR Background

1.2.1 Purpose, Scope and Objective

The purpose of the Mid-term Review was to assess the level of effectiveness in the delivering of the results in the country programme document (CPD), as well as strategic positioning of UNDP Kenya Country Office. In particular, the MTR assessed the relevance, coherence, effectiveness, impact, sustainability, and crosscutting issues. As articulated in the Terms of Reference (TOR), the MTR was to assess:

- Progress and achievements: the progress made against the CPD outputs and outcomes (measured through the CPD result framework); strategic achievements and results, as well as unintended effects (if any), including from viewpoint of gender equality and leaving no one behind.
- Relevance of UNDP programme to country priorities, as well as emerging development needs.
- Programme coherence and integration.
- Innovation in programme delivery for more strategic effects or unusual approaches leveraged for development results.
- Effectiveness of achievement of results
- Lessons learned and insights from the first half of the CPD implementation.
- Looking ahead: strategic pathway, future-fit capability of UNDP, strategic recommendations for more effective UNDP work.

1.2.2 Objective

As articulated in the TOR, the objectives of the MTR included the following:
- Assess the programme's Theory of Change (TOC) to establish alignment with the goals, outcomes, or problems addressed by project interventions. It will seek to reflect and learn from evidence and experience to inform adaptation, innovation, and improvement in subsequent programmes of similar nature.

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[33] Okwach Abagi was commissioned to carry out the Mid-Term Review.

- Assess UNDP's contribution to the country's development through the implementation of the CPD, with focus on human rights, youth, gender equality, women empowerment and ASAL regions supported throughout UNDP's interventions.
- Review the extent to which the principles of LNOB have been incorporated into the programme implementation. These include women and girls; children and youth; people living in ASAL; and people living in urban informal settlements, human rights, and Persons with Disability (PWDs).
- Document lessons learnt, challenges and future opportunities, and provide recommendations for improvements or adjustments in strategy, design and/or implementation arrangements.
- Propose strategic recommendations for the future strategic direction, needed adaptation of approaches to adapt to new strategic opportunities or emerging needs, partnership strategy and "future-readiness" of UNDP in Kenya to implement the CPD and future programme'

The MTR covered the period from July 2022 – June 2024. The evaluation focused on national implementation and direct implementation partners at national and selected country levels.

2. Country Development Context and Implications for ODA

2.1 Vision 2030 and "BETA"

Kenya Vision 2030 is the long-term development blueprint for the country and is motivated by a collective aspiration for a better society by the year 2030. The aim of Kenya Vision 2030 is to create, "a globally competitive and prosperous country with a high quality of life by 2030." It aims to transform Kenya into, "a newly-industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment."[34] The Kenya Vision 2030 is based on three pillars namely economic, social and political governance, that are critical in achieving the desired transformation by 2030. The Vision 2030 is implemented through a series of successive five-year Medium-Term Plans (MTPs). The First MTP was simultaneously launched with the Vision covering the period 2008-2012. The Second Medium Term Plan covered the period 2013-2017, the Third Medium Term Plan covered the period 2018-2022, while the Fourth Medium Term Plan which is currently under implementation covers the period 2023-2027. The 2022-2026 Country Programme Document (CPD) was developed under Kenya's Third Medium Term Plan (MTP III) and the former government "Big Four Agenda" which focused on 1) Manufacturing, 2) Food and Nutrition security, 3) Health and 4) Housing.[35]

Following the general elections in 2022, the new Kenya Kwanza Government presented the "Bottom-up Economic Transformation Agenda" (BETA), with new priority areas. This coincided with the development of the Fourth Medium-Term Plan 2023-2027 (MTP IV). BETA targets sectors with the highest impact to derive economic recovery and growth: Agricultural Transformation, MSME Economy, Healthcare, Housing and Settlement, Digital Superhighway and Creative Industry. This will be achieved through bringing down the cost of living; eradicating hunger; creating jobs; expanding the tax base; improving foreign exchange balances; and inclusive growth. BETA is expected to ensure rational resource allocation by eliminating wastage of resources occasioned by duplication, overlaps, fragmentation and ineffective coordination in the implementation of programmes and projects.

The Fourth Medium Term Plan is aligned to the Bottom-Up Economic Transformation Agenda (BETA), which provides impetus for the achievement of the Fourth Medium Term Plan 2023-2027 goals and objectives. The MTP translates BETA aspirations into concrete priority interventions to be implemented. [36] The Government, therefore, aims to transform agriculture by raising productivity of key value chains that include leather and leather products, textile and apparel, dairy, tea, rice, edible oils, the blue economy, minerals including forestry, and construction/building materials. A key element of the value chain approach will be to support Micro, Small and Medium Enterprises (MSMEs) to provide employment and income opportunities for economically excluded segments of the population. The Government targets to transform the MSME economy by strengthening of the Hustler Fund to provide access to affordable credit; capacity building; and linkage to markets. In addition, the Government targets strengthening the capacity of MSMEs to venture into economic activities in building and construction value chains and ring-fencing certain components of low-cost housing projects for MSMEs. In Housing and Settlement, the Government aims at increasing investment through construction of 200,000 housing units annually, enabling low-cost mortgages, strengthening the

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[34] Kenya Vision 2030

[35] The former Government of Uhuru Kenyatta launched the "The Big "Four" Agenda to foster on fast tracking the realization of the Kenya Vision 2030. The focus was on four key pillars namely, Manufacturing, Food and Nutrition Security, Universal Health, and Affordable Housing to be implemented between 2018 and 2022 plan period. The Agenda aims at providing solutions to various socio-economic problems facing Kenyans. The four pillars are hinged on the Kenya Vision 2030 and have been mainstreamed in the MTP III hence the potential to fast track the realization of the Vision 2030 aspirations. The National Treasury and Economic Planning, 2024.

[36] The National Treasury and Economic Planning, 2024.

capacity of Jua Kali industry to produce high quality construction products and providing incentives to developers to support the affordable housing programme.

The government also targets enhancing productivity and overall competitiveness, by increasing investment in the digital superhighway and the creative economy by scaling-up broadband connectivity and fully implementing the Last Mile Electricity Connectivity programme to improve the business environment. In addition, the National Optic Fibre Backbone Infrastructure will be extended to enhance reliable and affordable information and communication technology (ICT) connectivity and improve government service delivery through digitization and automation of processes. The government will also strengthen public institutions to deliver effective and efficient services necessary for successful implementation of the MTP IV. Moreover, appropriate Policy, Legal and Institutional reforms will be undertaken in all sectors to support the implementation of the MTP IV development priorities. In this regard, the government promises to fast-track the implementation of the legislative agenda to ensure that key legislations are enacted.

According to MTP IV[37], Kenya's economy is projected to grow from 4.8% in 2022 to 7.2% by 2027, driven by: Raising Agricultural Productivity; Increasing Investment in Housing and Settlement; Strengthening Healthcare by Delivery of Universal Health Coverage (UHC); and Investing in the Digital Superhighway and Creative Economy. Over the plan period, investment as a percentage of GDP is projected to increase from 19.3% to 27.6% while Gross National Savings is projected to increase from 14.2% to 20.8%. At the same time, the Plan has identified various interventions aimed at creating an average of 1.2 million jobs annually.[38]

2.2 Kenya's global and internal challenges and Progress on SDGs

According the Government of Kenya Position paper presented to the UN General Assembly, 2024, in the last decade, Kenya has been affected by numerous crises, ranging from natural disasters such as drought, fires, floods; high energy prices; agricultural contraction, supply chain disruptions associated with the Russia-Ukraine war; and significant currency depreciation relative to the US dollar, impacting trade and investment.[39] Consequently, the poorest and most vulnerable segments of society bore the brunt of the surge in energy and food prices, exacerbating inequalities. The spillover effects of the Russia-Ukraine conflict, along with the ongoing challenges posed by COVID-19 and climate change, added to the significant setbacks faced by the country. These obstacles reversed most of the gains made in the implementation of SDGs. In some instances, the advancement of some SDGs, for example goals 1 (No Poverty), 2 (Zero Hunger), 3 (Good Health and Well-being), 6 (Clean Water and Sanitation), 8 (Decent Work and Economic Growth), 11 (Sustainable Cities and Communities), 15 (Life on Land) and 16 (Peace, Justice and Strong Institutions) are not progressing fast enough and are stagnating while goal 17 (Partnerships for the Goals) challenges remained and is decreasing whereas goals 12 (Responsible Consumption and Production) and 13 (Climate Action) are the only SDGs on track (Government of Kenya, 2023).

Since the adoption of the 2030 Agenda and its Sustainable Development Goals (SDGs) in September 2015, the Government of Kenya (GoK) and other stakeholders, including UN Agencies, have shown commitment to its domestication to the local setting in addition to its implementation, monitoring, evaluation and reporting on the implementation progress. Some progress has been made towards various

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[37] FINAL-MTP-IV-2023-2027_240320_184046.pdf (vision2030.go.ke)
[38] The Fourth Medium Term Plan (MTP) 2023-2027. "Bottom-Up Economic Transformation Agenda for Inclusive Growth, 2023.
[39] Kenya Position Paper on Implementation of Sustainable Development Goals, 2023. Presented to the 11th Session of the United Nations High-Level Political Forum on Sustainable Development.

SDGs targets.[40] In Sustainable Development Report 2024, Kenya ranked 123rd out of 166 globally (with SDG Index Score of 62.17) and in the top 10 best performing countries in Sub-Saharan Africa. The 2023 Human Development Index was 0.601 placing Kenya in the medium development category, ranking 146 out 193 countries globally. In the Gender Gap Index 2024 ranking, Kenya moved from the 77th position to 75th globally, with a score of 0.712, ranking 13th in Africa and 4th in East Africa – behind Rwanda, Burundi and Tanzania- indicating that there is still room for improvement.[41]

In the technological front, Kenya has established itself as a regional giant in innovation, which has facilitated rapid economic growth in the country within the past two decades. As the regional leader in ICT in East and Central Africa, Kenya is now considered a top global technology hub, attracting the strategic business activities of ICT companies in emerging markets. Kenya's ranking in the Global Innovation Index (GII) 2023 stand at 100th among the 132 economies featured in the GII 123. Over the past decade, Kenya has seen more start-ups and businesses registered, due to strong demand for innovative products and services. The World Bank study, entitled "Leveraging Private Sector Investment in Digital Communications Infrastructure in Eastern Africa", looked at 11 countries in Eastern Africa to assess their readiness to attract foreign investment. A new World Bank report cites a study by the International Telecommunication Union (ITU) that shows Djibouti had the highest internet connectivity in the region at the end of last year, with 69 percent of the population online. Djibouti, with a population of about 1.1 million, reported connectivity above the global average of 65 percent— and well ahead of Kenya's 29 percent and Ethiopia's 17 percent.

2.3 Implications on Lower Middle-Income Status

Kenya's reclassification to lower middle-income status, following the rebasing of its economy in 2014, has significant implications for its economic development and official development assistance (ODA). The transitioned from a Low-Income Country status to a Lower Middle-Income Country upon attaining a Gross Domestic Product (GDP) per Capita of US$ 1,430 in 2014, has since improved to US$ 2,240 in 2022. This achievement marked a significant milestone on a path towards realizing the goals of the Kenya Vision 2030. The Kenya Vision 2030 aimed to achieve a 10 per cent GDP growth rate by 2012 and sustain it to 2030. However, GDP growth rate averaged 4.8 per cent between 2012 and 2022. The inflation rate was targeted to be sustained below 5.0 per cent during the Vision period but between 2008 and 2022, inflation rate averaged 7.7 per cent. This status shift reflects economic growth, an expanded GDP, and better structural changes, but it also comes with both opportunities and challenges including:

- **Decreased Concessional Financing**: Kenya, like other countries in the lower middle-income category often lose access to concessional loans and grants that are available to low-income countries. This is because international development institutions like the World Bank and the African Development Bank tend to reserve highly concessional funding for the poorest nations.

- **Shift from ODA to Blended Financing**: Traditional ODA from bilateral and multilateral donors have declined and are now more targeted than before, shifting Kenya's funding opportunities toward blended financing models. These include a mix of grants, concessional loans, and commercial funding from international capital markets.

- **Changes in Development Priorities**: As a lower middle-income country, Kenya's development partners are prioritizing sectors like infrastructure, energy, or financial inclusion over some basic

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[40] According to the Government Position Paper on Implementation of Sustainable Development Goals Paper (2023), although Kenya has maintained a stable economic performance, the challenges posed by COVID-19, climate change and Russia-Ukraine conflict reversed most of the gains made in the implementation of SDGs. Assessment of the goals with data shows only two goals (Goal 12 - Responsible Consumption and Production, and goal 13 - Climate Action) are on track; goals 1, 2, 3, 6, 8,11,15, and 16, though showing progress are moderately or severely off track and goal 17 challenges remained and is decreasing.
[41] The Global Gender Index focuses on four key dimensions: Economic Participation and Opportunity, Education Attainment, Health and Survival and Political Participation.

humanitarian assistance. The focus tends to shift towards sectors that drive sustained economic growth and reduce inequality, such as technology, education, and health care systems.

- **Stronger Domestic Resource Mobilization**: Donors expect Kenya to enhance domestic resource mobilization, improving tax collection, tackling illicit financial flows, and increasing government spending on key sectors like health, education, and social protection. This shift requires Kenya to strengthen its fiscal policies and governance structures.

- **Risk of Debt Accumulation**: With access to commercial loans increasing, Kenya faces the risk of accumulating unsustainable levels of debt. This requires prudent fiscal management to avoid a debt trap, especially considering Kenya's need for long-term development financing for its Vision 2030 agenda.

Kenya, has the characteristics of a poor country, including stagnation of growth, increased poverty and inequalities (by regions, gender and socio-economic status), high public debt, corruption, limited observation of human rights, and poor public service delivery among others. The UNDP Kenya Country Office finds itself working under the above realities. These have implications on its resource mobilization strategies to support the current CPD.

2.4 Growth Kenya in the last two years

In the last two years, after the launch of UNDP Kenya CPD 2022-2026, economic activities in Kenya have resulted in mixed results. According to Economic Survey 2024, the real Gross Domestic Product (GDP) grew from 5.6 percent in 2023 compared to a revised growth of 4.6 percent in 2022 (the year UNDP Country Programme 2022-2026 was lunched). This was mainly driven by rebound in agricultural activities that contracted in 2022. The World Bank Report on Kenya's economic outlook indicates that a rebound in agriculture, which had faced two consecutive years of output decline, and the continued strength and resilience of the services sector contributed to the improved performance.[42] Manufacturing was negatively impacted by surging production costs as input and borrowing costs rose, as business sentiment deteriorated in the first half of 2023 driven by among others political tensions, a weakening shilling, and a slowing global economy. This resulted in slowed industrial activity that consequently moderated growth in the services sector.[43] However, expansion in tourism continued in the first half of 2023 albeit at a more gradual pace.[44] Kenya's public debt, amounting to Ksh11 trillion, was estimated to have reached 73 percent of the GDP by end of 2023, with debt servicing consuming 55 percent of revenues.[45] Yet, even with the imposition of high taxes since 2022, the Kenya Revenue Authority (KRA) has consistently failed its collection targets. Corruption and waste of public resources have also continued unabated. For example, the Auditor General Office report of 2022/2023 indicate that development projects worth at least Ksh12 billion shillings in about 10 countries have stalled, falling behind schedule or being left idle after completion, denying residents value for their money.[46]

Youth Unemployment in Kenya: Youth employment is a critical issue in Kenya, where over 75% of the population is under the age of 35. With the growing youth demographic, the challenge of providing adequate employment opportunities is becoming increasing urgent at national and county levels. According to the World Bank, the youth unemployment (ages 15-24) in Kenya was estimated at 18.34% percent in 2021, compared to a national unemployment rate of 7.4%. However, the figure does not fully capture the reality, as many young people (men and women) are underemployed, working in low-paying

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[42] Kenya Economic Update, December 2023
[43] Ibid
[44] Ibid
[45] World Bank / IMF
[46] The Daily Nation, Tuesday, August 13, 2024.

jobs, precarious jobs that do not match their qualification or aspirations. Kenya's labour market is characterized by a high level of informality, with the majority of young people employed in the informal sector. According to the Kenya National Bureau of Statistics (KNBS), in 2023, the informal sector accounted for approximately 83.6 percent of total employment in the country (over 85% are women and youth). However, the quality of jobs in this sector is often low, with limited job security, poor working conditions, and low wages. The formal sector, which offers more stable and better-paying jobs, remains limited in its capacity to absorb the goring number of young job seekers. According to the Kenya Public Institute of Public Policy and Research (KIPPA), about 500,000 to 800,000 youth enter the job market in Kenya each year. However, the economy is not able to provide the necessary amount of formal and informal employment opportunities.

2.5 Current development challenges

Between June to July 2024, during MTR, Kenya has faced demonstrations and civil disobedience led by young women and men across the country[47]. What started as a call by the youth (loosely referred to as Gen Z) for the National Assembly to drop the Finance Bill 2024, grew into a call for accountability, good governance, management of public resources, observation of the rule of law, more employment opportunities for youth, and a change of government. At last, the President did not sign the Finance Bill 2024 (and returned it to Parliament), dissolved the entire Cabinet in July 11, 2024, and the Inspector General of Police (hitherto accused of human rights abuse and ordering the killing of innocent youth exercising their democratic and Constitutional rights) resigned. Parliament withdrawn the Finance Bill 2024 entirely, and the President announced that the Government would make adjustments to the budget to reflect the decision. A "new broad-based" Cabinet including members of the opposition was appointed by the President[48] and vetted by the National Assembly as per the Kenyan Constitution (2010). Although tension in the country has reduced, Kenyans across the country are still concerned about development issues in the country including:

- Bad governance, abuse of human rights, corruption, poor delivery of services, waste of public resources.
- Growing inequalities and disparities in economic development between the counties, gender and socio-economic status.
- Conservation of the environment and adapting to effects of climate change, and land degradation and deforestation leading to reduced food security
- Civil Society Organizations (CSO), and general citizenry for country to get back to its positive development trajectory, and effectively address SDGs across the country.

2.6 Summary of the Country Context and Resilience

Summarized above is the country context and the realities when the Country Programme Document (CPD) 2022-2026, was approved by the Joint Executive Board in June 2022. However, the country context has changed and provided both challenges and opportunities towards achieving the CPD goals and objectives.

In wake of the COVID-19 pandemic, Kenya has shown resilience in reviving its economy. Despite a slowdown in global GDP growth from 6.0 percent in 2021 to 3.4 percent in 2022, Kenya managed to navigate through the various domestic and international obstacles, and maintain a stable economic performance.[49] In 2022, Kenya's economy witnessed a growth rate of 4.8 percent, compared to 7.6

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[47] Kenya National Commission of Human Rights (KNCHR) reported that over 40 people were reported dead, many were abducted and went missing!
[48] Four members of the opposition were coopted into government in what was called a broad-based government. 10 members who were in the former cabinet were not reappointed.
[49] The National Treasury and Economic Planning, 2024

percent in 2021. According to the report, Kenya's real Gross Domestic Product (GDP) grew by 5.6% in 2023, up from 4.8% in 2022. This growth was mainly driven by a rebound in agricultural activities, which had contracted in previous years. Additionally, the services sector demonstrated strength and resilience, contributing to the overall positive economic outlook. The agricultural sector's recovery has been a key component of Kenya's economic rebound. After two consecutive years of output decline, the agricultural sector, which is crucial to Kenya's economy, experienced growth. This recovery has been vital for food security, income generation, and rural livelihoods.

Kenya faces multi-faceted challenges that also provides opportunities for UNDP Kenya to engage with national and Country Governments, civil society organizations (CSOs) and other development partners. The challenges include, among others, (Government Position Paper, 2023; MTP IV, 2024):

- **Youth Unemployment**: High youth unemployment remains a significant challenge, leading to increased concerns about social and economic exclusion. Available data indicates that about 500,000 to 800,000 youths enter the Kenyan job market annually. According to Kenya Demographic Health Survey report 2022, youth unemployment in Kenya remains high, with estimates showing that around 39% of young people aged 18-34 are unemployed or underemployed. The country's youth (15-34 years old) represent about 35% of the population, but account for approximately 80% of the unemployed. Despite Kenya's economic growth, job creation has not kept pace, especially in the formal sector, where youth face a 15.6% unemployment rate compared to 6% for older adults[50]. Tackling this requires addressing the structural barriers that hinder access to quality jobs for young people. There is need to tackle underemployment and enhance acquisition of critical and soft skills for the labor market among the youth.

- **Inequalities (regional and social)**: Despite some progress, there are growing inequalities in economic development based on region, gender, and socio-economic status. Certain areas, such as arid and semi-arid lands (ASALs) and informal urban settlements, lag in development. Besides, there exist development inequalities among marginalized and vulnerable groups, including youth, women, and people living with disabilities (PWDs), who need targeting so that they benefit from economic growth and development initiatives.

- **Climate Change and Environmental Degradation**: Kenya is vulnerable to the impacts of climate change, which affect food security, land use, and water resources. Due to increase in population and poverty among other factors, deforestation, land degradation, and the need for climate resilience have emerged as critical issues that need urgent action. While the country has met its national forest cover target of 10% by 2022[51], Kenya continues to face challenges in fully implementing climate action plans, scaling up nature-based solutions, and promoting green growth. The report notes that sustainable management of natural resources remains a work in progress, particularly in counties where deforestation and land degradation persist. Despite progress, Kenya continues to face challenges in fully implementing climate action plans, scaling up nature-based solutions, and promoting green growth. The report notes that sustainable management of natural resources remains a work in progress, particularly in counties where deforestation and land degradation persist.

- **Corruption and Governance Issues**: Poor governance, corruption, and weak institutions hinder effective public service delivery, affecting economic growth and social cohesion. Corruption remains a significant barrier to Kenya's socio-economic development. The report notes that the country loses approximately Ksh 608 billion (7.8% of its GDP) annually due to corruption, according to the Ethics and Anti-Corruption Commission. This loss impacts various sectors,

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[50] Kenya DHS Report 2022: dhsprogram.com/pubs/pdf/FR380/FR380.pdf
[51] Fourth MTP IV 2023-2027

including public service delivery, healthcare, education, infrastructure, and economic growth. Corruption undermines government efforts to promote development, as public resources meant for service delivery and development projects are often misappropriated or wasted.

- **Poor Public Service Delivery**: There is inefficiencies in public service delivery at national and devolved levels, affecting sectors such as healthcare, education, infrastructure, and social lack of transparency and accountability in how public funds are utilized. These issues deny citizens the intended benefits and demonstrate the systemic inefficiencies within government institutions.

- **Public Debt and Resource Mobilization**: Kenya's public debt stood at Ksh 11 trillion by the end of 2023, representing about 73% of the GDP, with debt servicing consuming 55% of government revenues. To address fiscal pressures, the government has imposed high taxes since 2022, but revenue collection has consistently fallen short of targets. The Kenya Revenue Authority (KRA) has struggled to meet its collection targets, partly due to a weakening shilling, slowed global economy, and political tensions. This has created a need for the government to strengthen domestic resource mobilization and explore new funding mechanisms.

In response to some of these challenges, the government is focusing on the Bottom-Up Economic Transformation Agenda (BETA) geared towards economic turn-around and inclusive growth through a value chain approach. As mentioned earlier, the government has identified priorities namely: bringing down the cost of living, eradicating hunger, creating jobs, expanding the tax base, improving foreign exchange balances, inclusive growth, and uplifting the lives and livelihoods of those at the bottom of the economic pyramid. These priorities will be implemented through the MTP IV (2023-2027) of the Vision 2030. The MTP IV is aligned to the Bottom-Up Economic Transformation Agenda (BETA). BETA thus provides impetus for the achievement of MTP IV goals and objectives.

3. UNDP CPD 2022-2026: Focus and Outcome Areas

UNDP Kenya Country Programme Document 2022-2026 was formally adopted by the Executive Board of the United Nations Development Program (UNDP), the United National Population Fund (UNFPA), and the United Nations Office for Project Services in June 2022, signaling the formal start of the new program cycle. The CPD 2022-2026 is aligned with Kenya's overarching development and recovery objectives and draws guidance from various strategic frameworks, including the Kenya Vision 2030, 2030 Agenda for Sustainable Development, United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2026, the UNDP Strategic Plan 2022-2025, and the UNDP Gender Strategy 2022-2025. Furthermore, it is anchored in a commitment to prioritize disadvantaged and marginalized groups and communities, women, youth, and people living with disabilities (PWDs). The CPD 2022-2026 upholds principles of gender equality, and ensures inclusivity, as delineated in the Common Country Analysis of 2021. Each priority of the CPD is designed to offer integrated solutions to complex development challenges in Kenya.

The UNDP CO CPD 2022-2026 had three pillars, including: 11 key results areas (outputs) (Exhibit 3.1) below.

Exhibit 3.1: CPD 2022-2026 Outcomes and Outputs

Pillar	CPD 2022-2026 Outcomes Statement	CBD 2022-2026 Outputs Statement
Outcome 1: *Governance, Peace and Social Cohesion* – Aligned with UNSDCF Pillar 1 PEOPLE & PEACE: OUTCOME 1.1	By 2026, people in Kenya at risk of being left behind – particularly in the arid and semi-arid lands (ASAL) counties, informal urban settlements, all women and girls, all children and youth – inhabit an inclusive, enabling, socially cohesive, and peaceful society where human rights are upheld, benefit from accountable institutions, participate in transformative governance systems that are gender-responsive, and uphold the rule of law. (SDGs 5, 10, 11, 16 and 17).	**Output 1.1:** Democratic systems and space for inclusive participation and social cohesion towards peace and security are enhanced. **Output 1.2:** Capacity of rights-holders and governance institutions to ensure transparency, accountability, and human rights principles towards the attainment of SDGs enhanced. **Output 1.3:** Enhanced capacity and governance of duty-bearers to support public delivery of basic services at national and devolved levels. **Output 1.4:** Electoral, legislative and oversight institutions strengthened to promote inclusive, transparent and accountable governance and service delivery.
Outcome 2: *Sustainable, Inclusive, Green Growth* – Aligned with UNSDCF Pillar	By 2026, people in Kenya at risk of being left behind – particularly in the ASAL counties, informal urban settlements, all women and girls, all children and youth – derive benefit from inclusive, sustainable, diversified and	**Output 2.1:** Inclusive and resilient green growth policies, financing and practices across key growth sectors enhanced.

	environmentally/climate-sensitive quality livelihoods with decent work in the sector economies, and realize growth that is resilient, green, and equitable. (SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14)	**Output 2.2:** National policy frameworks, planning, budgeting and data systems for SDG indicator tracking and reporting and M&E systems strengthened.
2: PROSPERITY & PLANET: OUTCOME 2.1		**Output 2.3:** Capacities to promote innovation in existing and emerging markets enhanced across productive sectors for youth, women and micro, small and medium-sized enterprises (MSMEs)
Outcome 3: *Sustainable, Inclusive, Green Growth* – Aligned with UNSDCF Pillar 2: PROSPERITY & PLANET: OUTCOME 2.1	By 2026, people in Kenya at risk of being left behind – particularly in the ASAL counties, informal urban settlements, all women and girls, all children and youth – have access to and derive benefit from sustainably managed ecosystems for nature-based solutions in a green transition. (SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14, and 15).	**Output 3.1:** Sustainable management of natural resources at national, subnational and grassroots levels, using people-centred approaches, enhanced. **Output 3.2:** Capacities and resilience to disaster risks and climate impact across national and county levels enhanced. **Output 3.3:** Access to cost-effective clean energy enhanced. **Output 3.4:** Capacities to deliver on nationally determined contributions enhanced – national/county level.

The UNDP Country Program Document 2022-2026 envisions leveraging strategic partnerships to safeguard and enhance development achievements by bolstering resilience and expediting recovery efforts toward the attainment of the Sustainable Development Goals outlined in Vision 2030. This holistic strategy revolves around three interconnected development priorities aimed at ensuring no one is left behind: 1) fostering governance, peace, and social cohesion; 2) promoting sustainable, inclusive green growth; and 3) advancing nature-based solutions and resilience.

Geographical Coverage:
- National and county engagements on SDG monitoring and reporting;
- Focus on ASALs counties for impact in line with UNSDCF leave no-one behind (LNOB) priorities.

Beneficiary Targeting: Programme interventions specifically target youth with a focus on the UNSDCF leave no-one behind (LNOB) priority groups – ASALs, informal urban settlements, all women and girls, all children and youth.

CPD 2022-2026 Resource Envelope
The Country Office needed an estimated $120,000,000 to successfully implement the CPD, comprising primarily of non-core resources $110,500,000 and core resources of $9,500,000 over the four-year period.

4. Methodology

The MTR was carried out for 45 days (July 10 - 20 September 2024). It adopted the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) evaluation criteria which focuses on intervention relevance, effectiveness, efficiency, impact, human rights approaches, sustainability, and challenges of the project. The MTR also documented lessons learned, best practices and recommend strategies to enhance operational and effectiveness for improving current and future programmes. The MTR took a human rights and gender-responsive approach.[52] The evaluation criteria and marching questions are presented in Annex VI.

Virtual and physical interviews and Focus Group Discussions (FGDs) were conducted with selected stakeholders, including those from State and Non-State Actors, and donors: These included 80 stakeholders from UNDP CO, Government, CSO, and Counties senior staff. Interviews were also conducted with donor representatives from European Union Delegation, Embassies of Sweden, German, Japan and Netherlands.[53] In addition, 40 informants (40%) responded to the e-Survey. The MTR used a mixed-method, and was therefore a consultative, inclusive and participatory process.

Overall, the three main sources of data were:

i) Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with stakeholders (people/staff from UNDP Kenya CO and selected UN agencies in Kenya, Government officials from relevant Ministries, Departments and Agencies (MDAs), county focal persons, selected beneficiaries, implementing partners, donors, and other development partners, among others).

ii) Documents, files, publications and relevant literature, and financial data.

iii) E-survey, through an online questionnaire administered virtually to selected key stakeholders.

Limitations of the MTR: The MTR was constrained by four challenges:

a) The Evaluator was unable to travel to the field to see projects and consult with stakeholders in the targeted counties face-to-face. This was because of time limitations.
b) Some few targeted stakeholders at county levels did not respond to organized focus group discussions and/or key informant interviews.
c) The targeted stakeholders took a long time (over one month to respond to the e-survey). At the end, about 40% response rate was achieved in the e-survey. The reasons given for taking too long included: some stakeholders did not know the details of the questions asked e.g. what was achieved under each Outcome area; and competing tasks.
d) The results in the MTR report are not generalizable to all of the country programme beneficiaries. For clarification, "few", "average" and "majority" are used throughout the report as modifiers describing the "quantity" of respondents generally adhering to stated viewpoints.

To mitigate these limitations, the evaluator adopted a number of strategies: 1) in order to assess progress, he relied on triangulation of data from various sources and on respondents' self-assessment the implementation of the CPD, ii) It comprehensively engaged UNDP CO staff and had follow-up meetings with top management to clarify some critical issues, iii) The evaluator drew from UNDP CO.

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[52] UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations
[53] We did not get any representative from the private sector for interviews.

5. Mid-Term Review Findings

5.1 Overview

The results discussed in this chapter are based on a synthesis of data from documents reviews, FGDs and interviews with key selected national and county stakeholders, including representatives from national and country governments, and CSOs (including implementing partners). The section below presents the findings of the Mid-Term Review of the UNDP CPD 2022-2026 in line with the OECD evaluation criteria articulated in the TOR: relevance, coherence, effectiveness, efficiency, partnerships, sustainability, impact and cross-cutting issues. The guiding questions for each result category are presented in Annex VI: Evaluation Matrix.

5.2 Relevance

Relevance is defined as "the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies.[54]

Finding 1: Generally, the CPD 2022-2026 was strategic, relevant (fit-for-purpose), need-based, and aligned to the country's development priorities, and its main institutional stakeholders and responds to their needs. However, the CPD seems over ambitious in terms of offer and expected results, for the scope of national and country governments and CSOs to be supported appeared over-reaching.

The CPD 2022-2026 was found to be aligned with national development priorities. The three pillars of the CPD are clearly aligned with Kenya's Agenda 2030 which aims to transform the country into a newly industrializing, middle-income nation by 2030[55]. The CPD was found to be aligned with MTP III and its successor MTP IV as both make emphasis on poverty reduction through people centered governance, micro-economic development, action against climate change, innovation and digitization.

As indicated in Table 5.1 below, the CPD 2022-2026 and Kenya's Medium-Term Plan IV (MTP IV) 2023-2027 share several areas of alignment, reflecting a synergy in strategic focus areas and development goals. In summary, the CPD mirrors the key priorities outlined in MTP IV 2023-2027. Both documents share a common vision for Kenya's sustainable and inclusive development, particularly in areas of poverty reduction, environmental sustainability, governance, human development, digital transformation, and partnership building. The alignment suggests that UNDP's interventions are strategically positioned to support Kenya's national development objectives as outlined in MTP IV. However, more strategic work could be done, going forward, as Kenya is currently facing multi-dimensional governance, socio-economic and environmental challenges, mentions on the Country Context section of this MTR report.

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[54] *OECD-DAC (2002). Glossary of Key Terms in Evaluation and Results Based Management. Paris, OECD.*
[55] *Kenya Vision 20230*

Table 5.1: Matching MTP IV Priorities and CPD Outcomes /Outputs

MTP IV Priorities[56]	CDP 2022-2026 Outcomes & Outputs	Remarks (green highlights indicates areas of commonalities)
1) Finance and Production Sector: Focus on the value chains: livestock (leather and leather products and dairy); crops(tea, edible oils, rice); textile and apparel; and construction/building materials. In addition, the sector will: implement green and digital finance projects to promote green production and manufacturing, and digitalized government financial services; and prioritize macroeconomic research, modelling and forecasting, monitoring and reporting on economic trends.	2: Sustainable, Inclusive, Green Growth **Output 2.1:** Inclusive and resilient green growth policies, financing and practices across key growth sectors enhanced. **Output 2.2:** National policy frameworks, planning, budgeting and data systems for SDG indicator tracking and reporting and M&E systems strengthened. **Output 2.3:** Capacities to promote innovation in existing and emerging markets enhanced across productive sectors for youth, women and micro, small and medium-sized enterprises (MSMEs)	In this MTP IV priority area, CPD not on livestock and crops value chain but some catalytic work on green and digital finance to promote green production. Opportunities exist on digitization and digital transformation of government services and in MSMEs. For green jobs and resilience.
2) Infrastructure Sector: Focus transport connectivity (new rural and urban roads), rail, air and seaport facilities and services; expand communication and broadcasting systems; and promote the development of energy generation and distribution (geothermal, wind, solar and hydro), increase the reliability and accessibility to Internet connectivity.	Not area of CPD focus	Not area of CPD focus
3) **Social Sector:** Universal Health Coverage (UHC); Social Protection; Human Capital Development; Science Technology and Innovation; Digitalization; Economic Empowerment; and Population and Development.	Science, Technology &Innovations. Digitization and Economic Empowerment	CPD focused on some projects on empowering youth and women, through training. This is an area of opportunity for UNDP, going forward..
4) Environment and Natural Resources Sector: On natural resource conservation, restoration and management; sustainable waste management and pollution control; sustainable exploitation of natural resources and blue economy; and tourism promotion and marketing. The sector targets to increase tree cover from 12.1 per cent in 2022 to 21	**2: Nature Based Solutions & Resilience** **Output 2.1:** Inclusive and resilient green growth policies, financing and practices across key growth sectors enhanced.	Catalytic work has been done on this area, working together with national and country governments, and CSOs on: natural resources conservation, sustainable exploitation of natural

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[56] *MTP IV: Bottom-Up Economic Transformation Agenda (BETA), 2024*

per cent by 2027 and forest cover from 8.8 per cent in 2022 to 17 per cent by 2027 through tree growing and restoration campaigns. In addition, the targeted interventions on adaptation and mitigation to climate change aim to create green jobs and reduce greenhouse gas emissions, build community resilience in Arid and Semi-Arid Lands (ASALs); and reduce human wildlife conflicts in vulnerable counties. The sector will also focus on promoting blue economy and minerals value chains	**Output 2.2:** National policy frameworks, planning, budgeting and data systems for SDG indicator tracking and reporting and M&E systems strengthened. **Output 2.3:** Capacities to promote innovation in existing and emerging markets enhanced across productive sectors for youth, women and micro, small and medium-sized enterprises (MSMEs)	resources, support and advance disaster risk management, promotion of access to clean energy among vulnerable households in ASAs.
5) **Governance and Public Administration: Strengthening of security capabilities** through the recruitment of additional police, prison and military officers and expansion of prison, police and military infrastructure and equipment. To improve the welfare of security personnel, priority is accorded to development of infrastructure in support of their operations, training, healthcare and housing requirements**. Further, the sector is focused on strengthening devolution; digitization of police stations and services; modernization of security products and services** including national ID, unique personal identifier and passports to enhance access to services.	**Outcome1: Governance, Peace and Security** **Output 1.1:** Democratic systems and space for inclusive participation and social cohesion towards peace and security are enhanced. **Output 1.2:** Capacity of rights-holders and governance institutions to ensure transparency, accountability, and human rights principles towards the attainment of SDGs enhanced. **Output 1.3:** Enhanced capacity and governance of duty-bearers to support public delivery of basic services at national and devolved levels. **Output 1.4:** Electoral, legislative and oversight institutions strengthened to promote inclusive, transparent and accountable governance and service delivery	Satisfactory work has been done on enhancing democratic systems and space for inclusive participation and social cohesion towards peace and security in the country. Building capacities of right-holders and government institutions to ensure transparency, accountability, in ASAL capacity building of electoral management bodies, and support data and reporting on SDGs**.** Areas of opportunity for UNDP include enhancing capacity of county governments to increase own resource collections, good governance, effective delivery of public services, combat corruption.

It is worth noting that through the UN Resident Coordinator's Office (RCO), there was dialogue with key state partners to map-out and align the CPD with BETA and MTP IV in April and May 2024. The UNSDCF is well aligned to the MTP IV & BETA priorities. Consequently, as the CPD adopted the SDCF outcomes, therefore aligned with the MTP IV and BETA priorities (Figure MT below
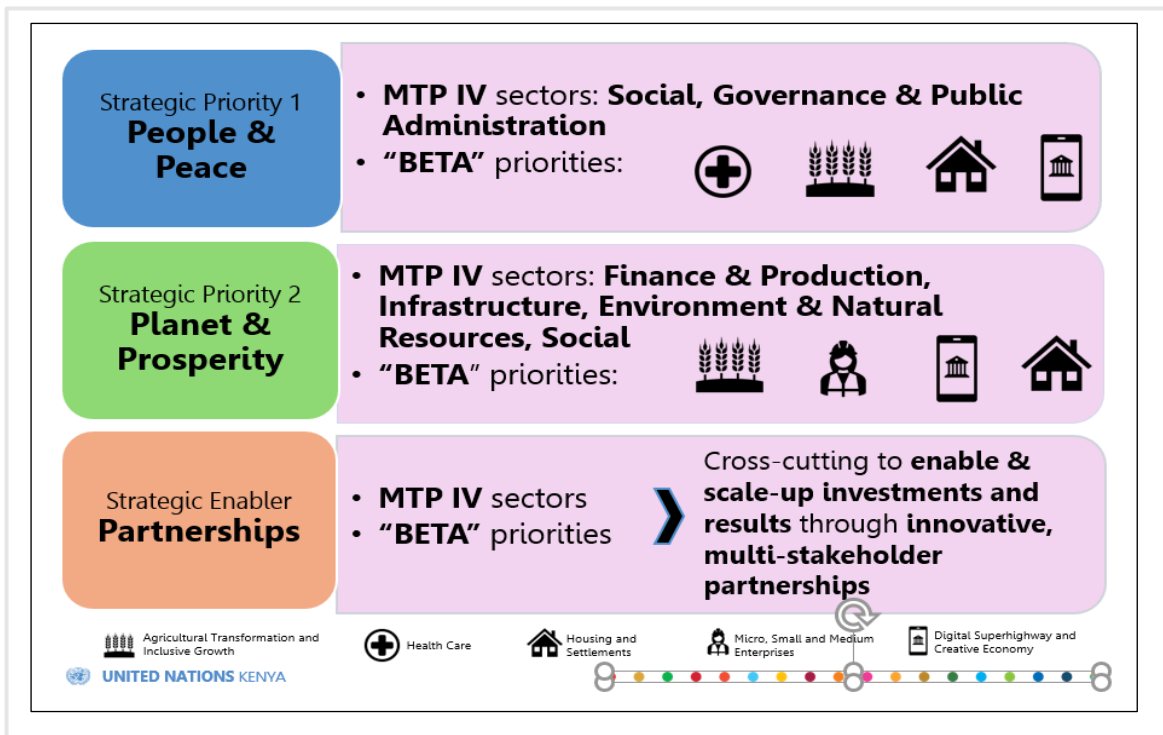
Figure 5.1: Mapping CPD against BETA and MTP IV

(Between April and May 2024, there were two meetings where the UNCT made presentations to the Deputy President and other Senior Government representatives on the same).
Source: RCO Kenya

Although the CPD is relevant to national priorities, the MTR findings revealed that UNDP Country programme appears over ambitious in its offer and expected results in terms of enhancing capacities of different national institutions, county governments and non-state actors to be supported. For example, the two outputs under Governance Pillar "Output 1.1. Democratic systems and space for inclusive participation and social cohesion towards peace and security are enhanced and Output 1.2. Capacity of rights-holders and governance institutions to ensure transparency, accountability, and human rights principles towards the attainment of SDGs enhanced", are too broad and loaded to be achieved in 4 years (the CPD period). UNDP Kenya could have focus on few institutions and countries to support.

The limited financial resources have made the coverage and effective implementation of the CPD a challenge. The MTR findings revealed that despite limited resources mobilized, UNDP has spread itself too thin on the ground resulting to minimal impact. UNDP resource situation and linking CPD to BETA and MTP IV could have been communicated more effectively to both senior/top government leadership and technical people in targeted MDAs rather than just the former. Stakeholders interviewed, state actors in particular, indicate that UNDP CO could have done more to show the link of the CPD 2022-2026 to development priorities in "Bottom-Up Economic Transformation Agenda for Inclusive Growth (BETA)" and Medium Term Plan (MTP IV (2023 GoK Plan).[57]

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[57] The CPD implementation started in July 2022 while the MTP IV was launched in early 2024 (almost two years after). Attempts have been made to align these strategic documents.

Finding 2: The CPD was guided by the UNDP Strategic Plan 2022-2025; and was linked (derived) from the UN Sustainable Development Cooperation Framework (UNSDCF) 2022-2026 for Kenya.

The UNDP CO CPD is aligned with and responds to the UNDP Strategic Plan 2022-2025 and its six-related "Signature Solutions" that include:.[58]

i)   Keeping people out of poverty: The CPD addresses interconnected social, and environmental challenges faced by the poor and the vulnerable.

ii)   Strengthen effective, inclusive and accountable governance: The CPD aims to strengthen governance processes and institutions.

iii) Enhance national prevention and recovery capabilities for resilience societies: The CPD promotes risk-informed development and strengthens capabilities of people, communities and countries to anticipate, protect, and recover from shocks and stress.

iv)   Promote nature-based solutions for sustainable planet: The CPD focuses on supporting the creation of virtuous cycle of a healthy ecosystem that impact human beings, equity and human rights.

v)   Close the energy gap: The CPD promotes transition from predominantly fossil fuels to more sustainable energy system, by making them more accessible and affordable, leveraging private sector investment, and addressing climate change. ;

vi)   Strengthening gender equality and the empowerment of women and girls: The CPD priorities enhancing capacity to respond to gender-based violence, empower women economically, promote women's participation in all forms of decision making, and strengthen their resilience.

The CPD is derived from the UNSDCF 2022-2026 for Kenya, where its outcomes and indicators are informed / linked to those of the UNSDCF Pillars, which include

- Strategic Priority 1: People & Peace
- Strategic Priority 2: Prosperity & Planet
- Strategic Enabler Partnership (Innovative Finance, Public-Private Partnerships, Government Cost-Sharing etc.).

The CPD also articulates satisfactorily how (the intent) the issues/principles of Human Rights, Gender Equality and Women's Empowerment (GEWE) and Leave No On behind (LNOB) were to be implemented in supporting the national government and targeted counties. Therefore, by focusing on Governance, Peace and Social Security; 2) Sustainable, Inclusive Economic Growth, and 2) Nature Based Solutions and Resilience the country programme is aligned with SDGs, in particular 1, 2, 5, 7, 8, 10, 13, 16 and 17.

Stakeholders were asked to indicate the extent to which the CPD was relevant to the country priorities. As indicated in Figure 4.2, majority of respondents (61.6%) and 28.2% rated the CPD (Country Programme Document) as highly relevant to a large extend and to medium extent to national priorities. Only a small percentage (7.7%) felt it was relevant to a small extent. This indicates that the stakeholders generally perceive the CPD as well-aligned with national goals, suggesting strong strategic coherence.

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[58] The UNDP Strategy list the following enables: 1) Finance, 2) Digitization, and 3) Strategic innovations
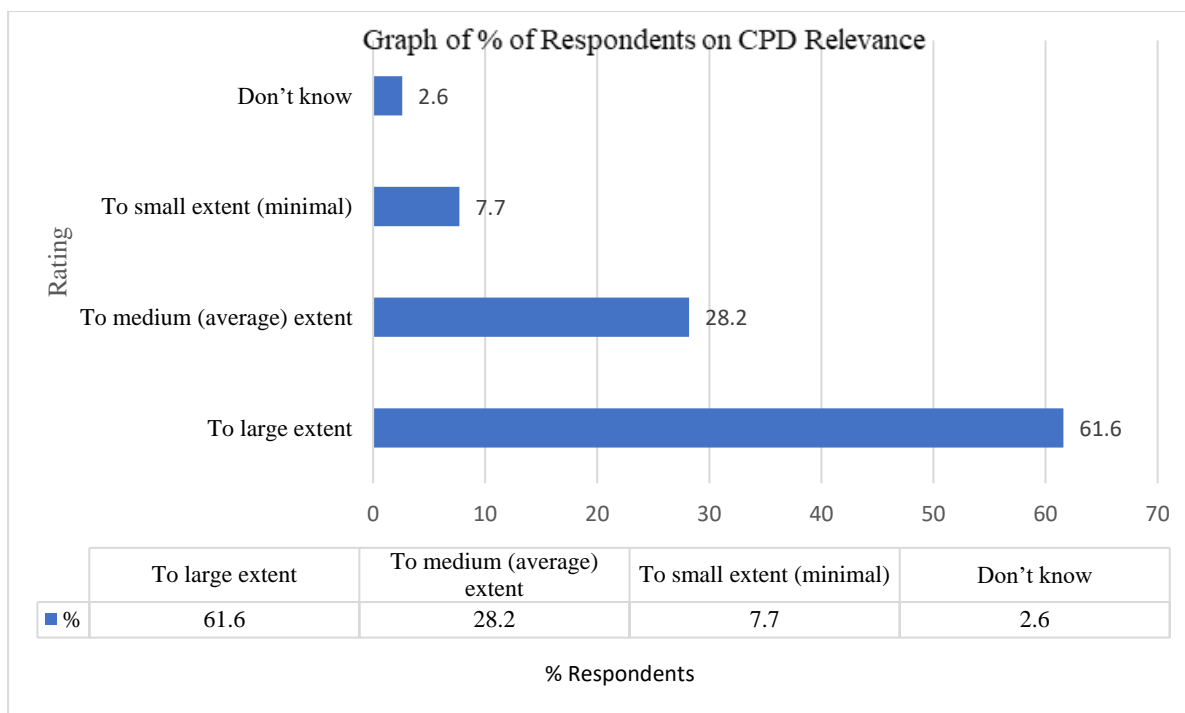
Figure 5.2: Stakeholders' Responses on CPD Relevance to National Priorities

Finding 3: The theory of change and Logical framework of the CPD are generally sound but needs to be redesigned to reflect the current country context and demands/need of Gen Z, and to enhance the country office monitoring system

Theory of Change (ToC) is crucial in programme design as it provides a clear framework for mapping the pathway from inputs to long-term outcomes/results, enabling a structured approach to achieving desired objectives. It clarifies assumptions, identifies key interventions, and illustrates how these contribute to change, ensuring coherence between activities, outputs, and outcomes. By articulating causal links and critical preconditions, ToC enhances strategic planning, facilitates monitoring and evaluation, and supports evidence-based decision-making, ultimately increasing the programme's effectiveness and accountability in achieving its goals.

The MTR assessed the ToC and found that it was well conceived with clearly conceptualized framework of causal linkages between intervening levels. The evaluation found that the assumptions and drivers were logically contrived and the outcome areas of the CPD are interlinked, however, how each area of focus supports each other is not very explicit and clear, but implied. The pillars have different work focus and counterparts, and in practical terms, there is degree of separation. The ToC and plan for greater synergy between pillars could have come out more clearly.

It is a good practice, however, to review ToC annually during the implementation of a country programme. This is to have an assessment on adaptation to the opportunities and risks of a country's changing context. This has not been done by UNDP CO, but need to be done. There is no documented country office results-based management system to clearly articulate the theory of change and to link projects to overall objectives, how results are achieved and disseminated to stakeholders. As a result, the monitoring system remains generally weak and does not collect and compile the necessary data to track results to inform management decisions.

Two years of implementation of CPD, the operation context has changed. Thus, the articulated assumptions and risks are still valid but need to be adapted to reflect current priorities and needs. With new political and operational context including need to address police brutality and abuse of human rights, effective delivery of public services, systematic corruption and misuse of public resources, creation of job opportunities and lowering the cost of doing business, new opportunities have opened up. The current context presents a unique opportunity for UNDP CO to be innovative, smart and holistic in the next two years to address the country priority and needs of the youth, going forward.

Summary on relevance:
The Country Programme Document is crucial in aligning with Kenya's national priorities and development needs. It focuses on key areas that resonate with Kenya's strategic plans, such as the Kenya Vision 2030, the Big Four Agenda, and the Sustainable Development Goals (SDGs). Overall, the CPD is structured to support Kenya's transformative journey by addressing the core pillars of its national development strategy, enhancing its relevance and impact on the country's socio-economic landscape. The UNDP Kenya program is highly relevant to the country's national priorities, the specific needs of its beneficiaries, and the global SDGs.

The CPD, is therefore, **aligned with national priorities**, c**onsistency with beneficiary needs; contributing towards achievement of SDGs.** particularly those related to poverty (SDG 1), gender equality (SDG 5), decent work and economic growth (SDG 8), and climate action (SDG 13); and promoting strategic partnerships and stakeholder engagement, including government ministries, local authorities, civil society, the private sector, and local communities. However, the MTR report highlights areas for improvement, such as the need for increased stakeholder engagement and more targeted interventions to address gaps in reaching marginalized groups effectively.

Given its comparative advantage, UNDP Kenya can strategically position itself to support the country's development priorities through its extensive experience, technical expertise, multi-sectoral approach, and global reach. To effectively support the Government of Kenya, UNDP Kenya should position itself as a strategic advisor, capacity builder, facilitator of partnerships, and advocate for innovative and inclusive solutions. These new opportunities and challenges call upon UNDP CO to undertake annual ToC review for adaptation purposes. Some of the key areas when UNDP Kenya could support include:

Policy implementation advisory and capacity building: UNDP has a well-established track record in providing policy advice, planning, and capacity building in areas like governance, poverty reduction, climate change, and sustainable development. UNDP Kenya, therefore, should continue positioning itself as a key technical advisor to the government by offering data-driven policy insights, technical assistance, and knowledge transfer. This support is particularly valuable in formulating policies related to BETA (finance & production; infrastructure, social sector technology & innovation, digitization, economic empowerment, and population, environment and natural resources and governance and public service) , Vision 2030, and the implementation of Sustainable Development Goals (SDGs).

- **Capacity building of National and County Institutions**: Strengthening institutions at both national and county levels is crucial for effective policy implementation. UNDP Kenya can support capacity building in areas like public financial management, governance, service delivery, and climate adaptation. By providing training, tools, and systems support, UNDP can enhance the government's capacity to deliver on its priorities effectively.

- **Innovative and Sustainable Solutions:** UNDP Kenya can focus on area-based innovations and digital transformation aligns well with Kenya's growing digital economy. By supporting innovative solutions, such as digital public services, e-governance, and digital finance, UNDP Kenya can help

the government address pressing issues like youth unemployment, access to health services, and climate resilience. It can provide technical support to scale up digital platforms, foster digital literacy, and drive inclusive digital economies.

- **Supporting Climate Resilience and Green Growth**: With its expertise in environmental sustainability, UNDP is well-positioned to support the government in advancing its climate agenda. UNDP Kenya can assist in developing and implementing climate-smart policies, mobilizing climate finance, and promoting nature-based solutions, such as afforestation, sustainable agriculture, and renewable energy. These efforts align with Kenya's climate change priorities and commitments under the Paris Agreement and the National Climate Change Action Plan.

- **Data and Monitoring and Evaluation for SDGs:** Supporting collection and use of reliable data and evidence-based policymaking are crucial for achieving SDGs. UNDP Kenya can leverage its experience in data collection, analysis, and management to support the government in strengthening national data systems. It can assist in conducting surveys, assessments, and mapping exercises to provide up-to-date information on issues like poverty, health, employment, and environmental sustainability. To ensure effective implementation of government programs and projects especially at county level, UNDP Kenya can support the development of robust M&E frameworks. By providing technical assistance in designing indicators, data collection methods, and evaluation tools, UNDP Kenya can help the government monitor progress towards national goals and SDGs, identify gaps, and adapt strategies for greater impact.

- **Prioritizing Inclusive Development:** UNDP's expertise in gender equality and social inclusion can support the government in mainstreaming these principles across policies and programs. UNDP Kenya can help design initiatives that address the needs of vulnerable and marginalized groups, including women, youth, persons with disabilities, minority groups and marginalized communities (like indigenous people). This support is vital for achieving inclusive and equitable development, in line with the SDGs and Kenya's constitutional mandate on gender equality and inclusion.

5.3 Effectiveness

5.3.1 Introduction

Effectiveness is defined as "the extent to which the development intervention's objectives were achieved, or are expected to be achieved, considering their relative importance.[59]

The findings in this section evaluate the extent to which the country programme has made progress towards achieving its stated results. Progress is assessed in terms of how programme activities are contributing towards its three outcomes (longer-term results/impact) and 11 outputs (intermediate results) as articulated in the CPD 2022-206 Results Framework. The effectiveness section is organized around key findings results areas, highlights/focuses only on some strategic achievements in each CPD pillar. The MTR indicates that in the last two years, UNDP Country Office has worked with a total of 199 state and non-state actors (Table 5.2), implementing about 60 projects (25 in Governance, 9 Inclusive Growth and 26 Environment & Resilience). The projects were strategic, area/local- and institutional based.

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[59] OECD-DAC (2002). Glossary of Key Terms in Evaluation and Results Based Management, Paris, OECD,

Table 5.2: Number of State and Non-State Actors Implementing CPD

Units/Outcomes	Number of State Actors (National)	Number of State Actors (County)	Number of Counties	Number of CSOs
1. Governance, Peace & Security	20	82	21	21
2. Sustainable, Inclusive, Green Growth	13	3	4	7
3. Environment and Resilience	7	7	3	9
Total	**40**	**94**	**28**	**37**

5.3.2 Overall Assessment of CPD

Based on the UNDP Kenya Annual Reports 2022 and 2023[60], stakeholders interviewed and discussions at national, country and institutional levels**,** overall, the CPD has laid a solid foundation and made satisfactory contribution to the country's development. In a nut-shell, the CPD has been satisfactorily contributed to the achievement of planned results. Subsequently the CPD has contributed to the UNSDCF 2022-2026 planned results, thus to varying degree, addressing the UNDP Strategic Plan 2022-2025, and its Signature Solutions. The country programme strategy and approaches were effective and appropriate to national and county governments and targeted institutions in institutional capacity building allowing achievements of planned results through strategic partnerships. Additionally, UNDP interventions were effective in supporting the national institutions in development of key policies that provided regulatory frameworks for service delivery. Overall, and to varying degrees, CPD has laid a good foundation and made people in Kenya at risk of being left behind, inhabit an inclusive, enabling, socially cohesive, and peaceful society (contributing to SDGs 5, 10, 11, 16 and 17). It has enabled Kenyan people to derive benefit from inclusive, and environmentally/climate-sensitive quality livelihoods with decent work in the sector economies, enhanced realization of growth that is resilient, green, and equitable (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14). The findings further revealed that the country programme has enhanced Kenyans to have access to and derive benefit from sustainably managed ecosystems for nature-based solutions in a green transition (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14, and 15).

At policy level, the CPD helped influence both the content of key policy documents and commitment of policy makers. For example, over 40 policies and bills aligned with County Integrated Development Plans (CIDPs) have been formulated, including the finalization and implementation of the National Policy on Gender and Development (NPGD) (UNDP Annual Report 2023). In a nutshell, the CPD has been satisfactorily contributing to the overall CDP expected results and the UNSDCF 2022-2026, thus to varying degree, addressing the UNDP Strategic Plan 2022-2025 Signature Solutions: Poverty and inequality; Gender equality, Energy, Environment, Resilience, and Governance. The country programme strategy and approaches were effective and appropriate to national and county governments and targeted institutions.

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[60] UNDP Kenya 2022 Annual Report; And 2023 Annual Report.

Details for results under each of the three CPD pillars are articulated below:

5.3.3 Governance, Peace and Security
5.3.3.1 Overview of Results

Working with state and not-state actors, the UNDP country programme strengthened capacities of peace architecture at national, county and community levels, allowing UNDP Kenya to achieve tangible results in terms of stronger government capacity to operationalize policies and legal frameworks on conflict management, cohesion and human security. In targeted counties, citizens are able to inhabit an inclusive, enabling, socially cohesive, and peaceful society where human rights are upheld, benefit from accountable institutions, participate in transformative governance systems that are gender-responsive, and uphold the rule of law (contributing to SDGs 5, 10, 11, 16 and 17). More importantly, laying the foundations of a peaceful environment, ensuring inclusive, participatory and democratic 2022 Kenyan general elections were key achievements for the Country Programme. UNDP Kenya strategic partnerships with key national institutions, county governments and CSOs, solidified access to justice, service delivery and public participation, keeping to its commitment on Leaving No One Behind (LNOB) particularly the marginalized groups and ASALs.

The Governance pillar is fundamental to Kenya's overall development agenda, as it directly impacts the country's political stability, social cohesion, and economic progress. The findings from the MTR report on this pillar point to several key conclusions, challenges, and opportunities:

i) Progress in Democratic Governance and Rule of Law

- **Advancements in democratic processes**: The MTR report indicates progress made in Kenya's progress in strengthening democratic governance, particularly since the implementation of the 2010 Constitution. Achievements such as successful management of 2022 general elections, devolution, and judicial reforms have contributed to enhancing democratic space and public participation in governance (UNDP Kenya Annual Reports 2022 and 2023; Government Position Paper to UNGA, 2023; MTP IV). However, challenges remain, including political polarization, election-related tensions, and issues around transparency and inclusiveness in political processes (MTP IV, Third Voluntary National Review, 2024).

- **Devolution as a drive for progress on SDGs**: The devolution framework has decentralized power, granting more autonomy to Country Governments. This has, to some extent, improved service delivery, promoted local economic development, and increased citizen participation in governance at the county level.[61] However, as we have highlighted in this report, there exist challenges related to capacity gaps, resource allocation, corruption and coordination between national and county governments affecting the full realization of devolution's potential.

ii) Challenges in corruption and accountability: Kenya faces systematic and persistent corruption and weak accountability mechanisms. Despite **e**fforts to combat corruption, it continues to pose a significant threat to good governance in Kenya. Corruption undermines public trust, hinders economic development, and perpetuates inequality. It also exacerbates poor public service delivery and access at both national and country levels. As indicated in this report and other relevant reports, there is need for stronger anti-corruption institutions, enhanced transparency, and effective enforcement of accountability measures to curb graft and misuse of public resources.[62]

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[61] MTP IV, Report Joint Devolution Programme Terminal Evaluation, 2023.
62 Office of the Auditor General Reports, Office of Budget Controller reports

iii). Security and Social Cohesion

- **Ongoing security challenges**: Kenya faces a range of security issues, including terrorism (primarily from extremist groups like Al-Shabaab), ethnic conflicts, crime, and political violence. These security concerns not only threaten peace and stability but also have a broader impact on socio-economic development. The MTR report highlights good efforts done through UNDP CO support to improve national security, such as capacity building for security forces and community policing initiatives, while noting the importance of balancing security measures with human rights. The return of use of excessive force by Kenya Police and abductions during June 2024 demonstrations is a reminder of dark past in Kenya, which needs to be urgently addressed.

- **Efforts toward social cohesion and peacebuilding**: The MTR report points to the on-going initiatives aimed at promoting social cohesion, peacebuilding, and conflict resolution, particularly in regions prone to ethnic and resource-based conflicts. In the report, there are good practices and emphasis on the role of community engagement, dialogue, and inclusive peace processes in fostering national unity and addressing historical grievances. However, more still need to be done in this area, and this is another window of opportunity for UNDP.

Below as strategic results on the Governance, Peace and Security pillar are highlighted below:

5.3.3.2 Achievements and Stakeholders' Responses on the Governance Pillar
Finding 4: UNDP Strengthened capacities of peace architecture at national, county and community levels on peace, inclusion, reconciliation, and social cohesion, allowing UNDP Kenya to achieve results in terms of stronger government capacity to operationalize policies and legal frameworks on conflict management, cohesion and human security at national and county levels, combining natural resource and disaster risk management with peace objectives.
Through capacity strengthening of state and non-state actors, UNDP country programme enhanced consolidation of national peace and community cohesion for improved socio-political and economic development. UNDP CO strategic partnerships with key national institutions, county governments and CSOs, further solidified access to justice, service delivery and public participation, keeping to its commitment on Leaving No One Behind (LNOB) particularly the marginalized groups and ASALs.

Through one of the projects ''*Transcending Foundations of Peace and Security for Inclusive and Sustainable Development in Kenya'',* UNDP Kenya work enhanced policies, legal and regulatory frameworks for peace building, conflict prevention, cohesion, community security and prevention of violent extremism (PVE) formulated, reviewed, and implemented at national and county levels in the run-up to, during and after the 2022 general election. These interventions ensured an inclusive approach to Early Warning and Early Response (EWER) mechanisms, peace building, conflict prevention, peace and community cohesions and mediation efforts. Strategic partnerships with National Steering Committee on Peace building and Conflict Management (NSC-PBCM), National Cohesion and Integration Commission (NCIC), Inter Religious Council of Kenya (IRCK), and National Counter Terrorism Centre (NCTC) sought to ensure that institutional efforts align to broader peace building, cohesion and development efforts and that institutional strategies committed to address the root causes of conflict and violence. The translation of NCIC Service Charter to Kiswahili and braille enhanced inclusion of People Living with Disabilities (PWDs) in the peace architecture.

The enhanced legal and regulatory frameworks for peace building, conflict prevention, cohesion, community security and prevention of violent extremism (PVE), and sustained civic education created a conducive environment for sustainable democratic progress and justice in Kenyan politics, resulting to improved Global Peace Index (GPI) ranking for Kenya following the 2022 general elections. Kenya's

Global Peace Index (GPI) ranking improved from 128/163 countries in 2020, with a score of 2.388, to position 117/163 countries in 2023, with a score of 2.254. The observed progress can be partly attributed to strategic partnerships with key national institutions, such as the National Cohesion and Integration Commission (NCIC). The improvement in the country's Global Peace Index (GPI) ranking demonstrates that, despite persisting challenges, significant advancements have been made in fostering peace, stability, and social cohesion. The integration of peace building initiatives, security sector reforms, political stability, economic development, regional diplomacy, and societal resilience has been instrumental in driving this positive trajectory. Some of the key legislative and regulatory frameworks developed through the programme interventions include National Action Plan against Hate Speech, National Action Plan on Small Arms and Light Weapons Control and Management, Migori County PCVE Strategy and Action Plan, County Integrated Development Plans (CIDPs), Kenya National Action Plan (KNAP) on Women, Peace, and Security.

UNDP achievement towards enhancing peace at the county level saw strengthened coordination mechanisms of the Kenya National Focal Point on Small Arms and Light Weapons (KNFP-SALW) in targeted counties. For example, this intervention raised awareness in Bungoma, Busia, Garissa, Kajiado, Kitui, Migori, Narok, Tana River, and Trans Nzoia Counties on voluntary surrender of illegal arms by armed communities and facilitated surrender of weapons to the relevant government authorities. This initiative led to the surrender of 1,240 illegally held firearms and destruction of 5,144 illegal small arms and light weapons and conforms to Africa Union (AU) theme on *'Silencing the Guns'* by 2030. This profound milestone resulted to reduction in crime, making communities safer and less prone to violent incidents, strengthened the rule of law, promoted peace and stability. Its enhanced community and national peace and social cohesion between individuals, communities, and fostered cooperation for community development.

The country programme strengthened inclusion and participation of youth, PWDs, women, and other marginalized groups in peace and security interventions. This inclusive and participatory approach and mainstreaming of gender in peace building clearly demonstrates UNDP's commitment to leaving no one behind (LNOB). UNDP Kennya efforts towards a peaceful election were clearly visible through the implementation of 'Let Peace Win Campaign' which was implemented as a youth-led initiative to promote peaceful participation in the 2022 elections.

The MTR assessment revealed that although UNDP and implementing partners have made significant positive milestones in consolidating peace and security in Kenya, more work is required to enhance sustainability of national and community peace and cohesion across the country. Focus should be given to Prevention of Violent Extremism (PVE)[63] through broader and more targeted youth engagements through innovative employment creation and social media platforms.

Finding 5: UNDP Country programme enhanced the capacity of County Governments and CSOs in policy formulation, public participation, gender mainstreaming, and disaster risk management. The achievements under this programme are satisfactory however, more development challenges including poor delivery of services, youth unemployment, environment and climate change challenges, corruption and weak institutions still exist across the counties, and provide opportunities the country office and partners to work on.[64]

Through the Joint Devolution Programme (JDP), led by UNDP and with contribution from UN Women and UNICEF, UNDP supported counties and CSOs to make devolution work for the people of Kenya.

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[63] Terminal Evaluation for Transcending Foundation of Peace and Security for Inclusive and Sustainable Development in Kenya
[64] The current UNSDCF has about 23 Joint Programmes, UNDP CO leading in 5 of them and participating in others (refer to Annex III)

Through this, UNDP aimed to strengthen devolved governance which has been marked largely by centralized authority, with compromised service delivery and weakened accountability both at the national and county levels despite the establishment of counties and national devolution institutions in 2013. Good lessons have emerged in this programme. The JDP worked with 14 counties[65] and civil society organizations to enhance budget absorption, establish county budgets and economic forums, enhance public finance management, and improve evidence-based planning, budgeting, implementation, monitoring and evaluation for accountable service delivery. However, more work needs to be done in making devolution work for citizens. [66]

Stakeholders were asked to indicate how devolution programme has promoted democratic system at county level. Figure 5.3 indicates stakeholders' responses on the effectiveness of the country programme on this issue.

Graph of % of Respondents on Programme Effectivenes

Rating	% Response
To a very small extent (minimal)	2.6
Don't know	7.7
To medium (average) extent t	15.4
To very large extent	74.3

	To very large extent	To medium (average) extent t	Don't know	To a very small extent (minimal)
% Response	74.3	15.4	7.7	2.6
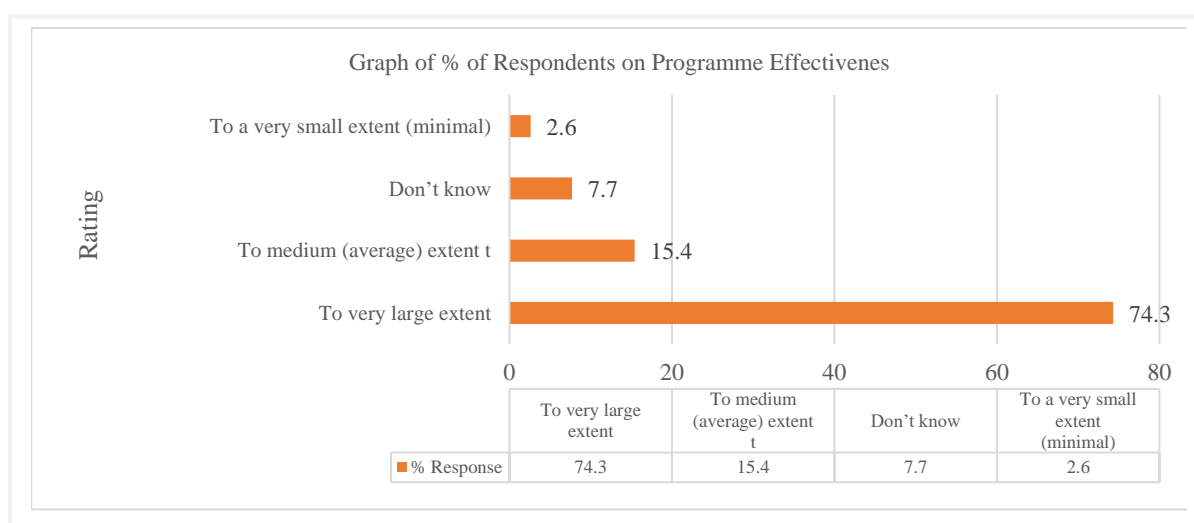
Figure 5.3: Stakeholders rating on effectiveness of the country programme in supporting and promoting democratic systems and space

The program's effectiveness in promoting democratic systems and space is rated positively, with 74.3% of stakeholders indicating it has done so to a large extent. A smaller fraction (15.4%) rated it as moderately effective. This suggests that the country program has made a significant impact in promoting democracy, although room for improvement still exists. This finding is consistent with revelations from National and County Government partners during KIIs which indicated that UNDP had played key roles in promoting democratic governance through peace and security, devolution, electoral support, women empowerment, access to justice and human rights.

The MTR findings revealed that UNDP devolution programme was effective in delivering concrete results through its overall focus to strengthen institutional capacities at the county level through county staff training in public participation, data collection, analysis capacity, monitoring and communication of development interventions.[67] Thus, the JDP produced tangible results and played a pivotal role in strengthening Kenya's devolution efforts by addressing the developmental needs of marginalized counties and fostering inclusivity through targeted initiatives. The Program's support to counties on public participation policies and legislation has significantly contributed to the allocation of resources

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[65] The 14 ASAL counties (Busia, Garissa, Isiolo, Kajiado, Kilifi, Lamu, Mandera, Marsabit, Narok, Samburu, Wajir, West Pokot, Tana River, Turkana)
[66] Auditor General Reports: Since the promulgation of the Kenya's Constitution (2010) every year the Auditor General reports articulates development challenges, including systematic corruption that need to be addressed. But such recommendations of such reports have not been effectively implemented.
[67] Joint Devolution Programme Terminal Evaluation Report, Dec 2023.

for public participation by county governments. Notable achievement in the JDP is the budget allocation for public participation and expenditures for both the county assembly and executive from 0% in 2019 to 100% in 2023 by all the beneficiary counties[68]. This significant shift underscores the stride towards enhancing transparency and inclusivity in governance processes at the county level.

The Programme, in partnership with the Office of the Controller of Budget (OCOB), strengthened Public Finance Management (PFM) systems at the national level produced targetable results. This enhanced resource allocation, transparency, and accountability, with a focus on tracking expenditures related to SDGs, gender, and climate change. By aligning with the Public Finance Management Act of 2012, the Programme supported 14 counties in integrating gender, children, youth, and persons with disabilities into their County Integrated Development Plans (CIDPs).[69] The country office invested in supporting reform at national and county-level Public Financial Management (PFM) systems focusing on enhancing transparency, accountability, and efficiency in budgeting processes across Kenya.[70]. These investments contributed to a Ksh 437 million revenue increase, reaching Ksh 2.087 billion by County Governments, reducing the gap in Own Source Revenue (OSR) by 40% since 2019[71].. The programme set stage and placed a crucial role in strengthening public finance management institutions, contributing to more equitable, efficient, and accountable service delivery at the county level[72]. As good practice, the number of budget documents availed to the public by counties improved from 42% in 2021 to 51% in 2022[73] reflecting strengthened capacity of rights holders to hold duty bearers accountable as well as increased public demand for transparency and accountability.

UNDP support to the targeted county governments produced tangible results in strengthened policy, legal and institutional mechanisms for coordination, inclusive and effective service delivery. Support to 75 bills and policies across diverse sectors including child protection, youth empowerment, monitoring and evaluation (M&E), public participation, gender mainstreaming, CIDPs, health, water management, social protection, human resource management, and disaster risk management strengthened governance structures and processes created pathways for sustainable development and inclusive decision-making at the level. Notable results were achieved in budget allocation to GBV and FGM which increased by 36% from Kenya shillings 132,477,238 in 2019/2020 to 362,518,954 in 2023/2024 reflecting UNDP's commitment to signature solution six and SDG 5 on gender equality.

Finding 6: UNDP CO contributed to strengthening the capacity of government institutions and CSOs towards promoting access to justice by providing legal aid to marginalized people in 10 Counties.[74] However, the challenges still abound, as Kenya remains a divisive tribal and an unequal society. Addressing these challenges require strategic, inclusive, and sustainable approaches and partnerships across the country, ASAL counties in particular.

Though "AMUKENI WaKenya", UNDP CO has been working closely with CSOs to address the denial of basic rights and barriers to access to justice, particularly among the marginalized people and poor in at least 16 counties of Kenya. The programme had positive results on the integration of human rights into county laws and policies and has promoted citizen participation through grants to CSOs. The programme design anchored in a human rights-based approach, aimed to enhance citizen participation in devolved governance by strengthening the capacity of civil society organizations (CSOs). As articulated in UNDP CO Annual Reports 2022 and 2023, through partnerships between the National

68 Kenya's County Budget Transparency Survey 2022 conducted by the International Budget Partnership.
69 Joint Devolution Programme Evaluation Report, 2023
70 Terminal Evaluation Report for Joint Devolution Programme
71 UNDP KE CO 2023 Annual Report
72 Joint project on Consolidating Gains and Deepening Devolution led to a KS 437 million revenue increase, reaching KS 2.087 billion by County Governments, reducing the gap in Own Source Revenue (OSR) by 40% since 2019. Annual Report, 2023.
73 Final report: Joint Devolution Programme (September 2019-December 2023).
74 Including Garissa, Isiolo, Lamu, Marsabit, Mombasa, Nairobi, Nakuru, Tana River, Uasin Gishu and Wajir Counties

Government and CSOs, the country programme promoted the rule of law, access to justice, and legislative institutions. Persistent civic education provided by Amkeni WaKenya grantees increased citizen engagement in identifying county government priorities and integrating human rights principles into County Integrated Development Plans (CIDPs). As a result, citizens contributed to law amendments in 18 counties and improved the integration of human rights into local laws and policies. The project also facilitated access to justice by providing legal aid through CSOs.

UNDP Kenya recognizes that disability inclusion is integral to the achievement of the Sustainable Development Goals (SDGs), particularly in line with its core commitment to leaving no one behind (LNOB) and prioritizing the most marginalized. Through the Building Inclusive Kenya (BLINK) initiative, a partnership with Amkeni Wakenya in Kitui County, UNDP facilitated engagement sessions between leaders of Organizations of Persons with Disabilities (OPDs) and Kitui County officials. These sessions focused on the implementation of key legislation, including the Kitui County Ward Public Forums Act (KCWPA) and the Kitui County Disability Act. The discussions underscored the County's commitment to supporting marginalized groups, particularly Persons with Disabilities (PWDs), ensuring their meaningful participation in county governance processes[75]. The country programme also enhanced access to justice by providing location based and mobile legal aid services to marginalized people in Garissa, Isiolo, Lamu, Marsabit, Mombasa, Nairobi, Nakuru, Tana River, Uasin Gishu and Wajir Counties with 79, 284 beneficiaries (36, 261 males and 43, 023 females)[76]. These interventions allowed UNDP programme interventions to make substantial contributions towards creating a secure, peaceful, inclusive, and cohesive society, and fighting gender-based violence (GBV)[77] and ensuring access to justice for vulnerable groups. These achievements underscore the programme's effectiveness in strengthening legislation and policies, enhancing capacities, improving coordination, and fostering inclusivity and collaboration.

Findings 7: UNDP's contributions to Kenya's sustainable democratic progress and supporting IEBC to manage free, fair, and transparent national elections in 2022 is greatly appreciated, and hailed by all stakeholders as a strategic gesture. However, stakeholders feel that UNDP should have by now developed a plan and road map for supporting IEBC and CSO in preparation for 2027 elections.

Stakeholders interviewed acknowledge the contribution of UNDP country programme in strengthening electoral, legislative and oversight institutions to promote inclusive, transparent and accountable governance and service delivery at national and county levels. The CPD 2022-2026 la solid foundation for electoral support to electoral management bodies. Through the *''Consolidating Democratic Dividends for Sustainable Transformation in Kenya'',* UNDP sought to support Electoral Management Bodies (EMBs)'' to enhance their institutional capacities towards free, fair, credible, participatory and inclusive elections. Partnerships with Independent Electoral and Boundaries Commission (IEBC), Office of the Registrar of Political Parties (ORPP) National Steering Committee on Peacebuilding (NSCP), National Cohesion and Integration Commission (NCIC) allowed UNDP country pragrammes to enhance capacities of these institutions to prepare, manage and deliver a peaceful, democratic, and inclusive 2022 general elections.

Due to a peaceful electoral environment, number of women vying for gubernatorial positions rose from nine in 2017 to 22 in 2022 out of whom 7 women were elected as County Governors, achieving a 15%

[75] UNDP KE CO 2023 Annual Report
[76] UNDP KE CO 2022 Annual Report
[77] Counties targeted with access to justice initiatives include: Garissa, Isiolo, Kisumu, Lamu, Marsabit, Mombasa, Nairobi, Nakuru, Tana River, Uasin Gishu, and Wajir Counties, And also Kitui, Turkana, Kilifi, Kwale, Kisumu, Kakamega and Vihiga.

success rate. The number of female MPs rose from 23 (8%) in 2017 to 29 (19%) in 2022 while those of MCAs rose from 96 (7%) in 2017 to 115 (8%) in 2022. This is a key achievement of the CPD.

Democratic and inclusive electoral process was achieved through strengthened institutional frameworks for the conduct and management of peaceful, credible, democratic and inclusive elections, enhanced voter outreach and participation, enhanced electoral security arrangements, strengthened women, youth and PWDs security in elections, increased women visibility in the electoral process, strengthened electoral justice and increased compliance with legal frameworks by stakeholders.

UNDP interventions contributed to tangible results in electoral integrity and electoral security through EMBs (IEBC, NSCP and NPS) capacity strengthening in electoral risk management, and Electoral Security Arrangement Programme (ESAP) training which benefited 279 people (77 female, 202 male). This enhanced election integrity by mitigating risks such as political violence, fraud, and logistical challenges and enabling peaceful political participation and safeguarding human rights. By building institutional resilience, EMBs and stakeholders effectively managed crises and disputes. Improved coordination between election officials, security forces, and civil society fosters public confidence in the electoral process. The adoption of international best practices also strengthens legitimacy, both domestically and globally. Ultimately, these measures promote peace, stability, and good governance by preventing violence and enhancing conflict resolution.

Despite key achievements realized in the 2022 general elections, data from IEBC have pointed to some concerns and emerging trends in voter turn-out. According to UNDP CO supported IEBC Post Election Evaluation (PEE) report the voter turnout in 2022 general election was all time low at 64.8% reflecting serious voter apathy in general and among the youth in particular (Figure 5.4)[78]. A related study on 2022 general elections supported by UNDP CO revealed that voter apathy has been in the downward trend and 2022 was the lowest since 2007[79]. This trend presents a real threat to democratic and inclusive elections.

YEAR	REGISTERED VOTERS	CHANGE	VOTER TURN OUT
2002	10,451,150		56.0%
2007	14,296,180	3,845,030	69.1%
2012	14,352,533	56,353	85.9%
2017	19,611,423	5,258,890	79.5%
2022	22,120,458	2,509,035	64.8%
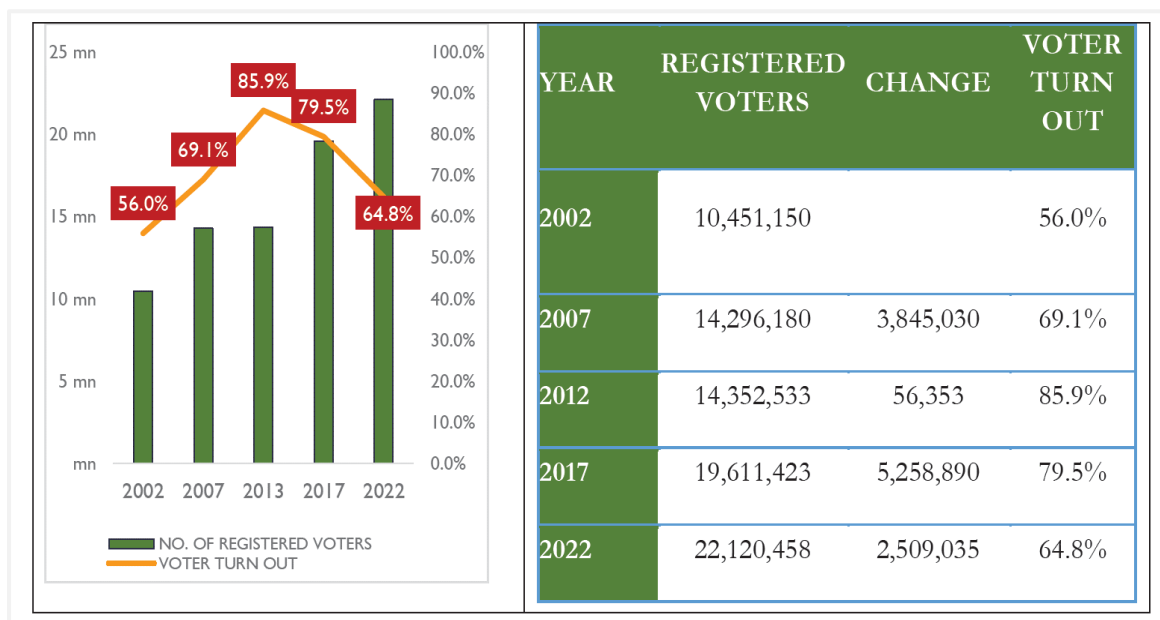
Figure 5.4: Voter turnout and voter registration trends in Kenya

[78] IEBC PEE Report: https://www.iebc.or.ke/uploads/resources/V9UUoGqVBK.pdf
[79] Strategic Insights Research Report on Electoral Excellence: Thematic Recommendations For Pre 2027 Electoral Reforms: https://uraia.or.ke/wp-content/uploads/2024/09/PER-Civic-Voter-Education-Research-Brief.pdf

The decline in voter turnout was attributed to, among other things, low voter education, youth disinterest, decreased faith and confidence in the political system and electoral process, poverty, and youth unemployment. Investing in innovative civic engagement and participation, in collaboration with key state and non-state actors is a key ingredient for a resilient democracy and successful elections. Deliberate interventions are therefore required, to reverse the address voter apathy trend in 2027. This will in turn have positive effects on the attainment of the Sustainable Development Goals (SDGs), of which strong, just and fair institutions (SDG 16) are a crucial component.

Finding 8: UNDP CO supported and worked with the ICT Ministry to promote digital transformation within the Government of Kenya, and partnered with the private sector to enhance environment that could promote innovations and create green job opportunities for youth and women. This is an area of great opportunity where UNDP CO could strategically work with national and country governments and the private sector to accelerate economic growth and create job opportunities in various productive sectors.

UNDP CO launched a project Accelerating Digital Transformation in Kenya towards Resilience."[80],[81] This project seeks to support the Government of Kenya augment its capacities to drive digital transformation in the country and realize the digital economy strategy by enhancing skills within the public sector, advancing the institutionalization and implementation of digital systems such as digital identity and the digitalization of government services. The objectives of this project are:

1. Strengthen Government institutions' efforts in leading and advancing digital transformation by accelerating digitization of services.
2. Strengthen national digital safeguards, laws, and standards by offering technical support towards a national digital identity.
3. Build national digital literacy and capacity within Government to harness the opportunities within the digital economy

In line with Kenya Vision 2030, MTP IV 2023-2027, Bottom-Up Economic Transformation Agenda (BETA) 2022-2027, and the Kenya National Digital Master Plan, in 2023, UNDP CO signed an MOU with Ministry of Information, Communications and The Digital Economy. In 2023, UNDP CO made significant strides in accelerating digital transformation within the Government of Kenya. The establishment of a multisectoral partnership framework marked a milestone, unveiling the Digital Public Infrastructure portfolio in collaboration with the Ministry of Information, Communications and The Digital Economy ICT Ministry.[82] The Government allocated physical space for the Center of Excellence, solidifying its establishment. This is an opportunity where UNDP CO could use its comparative advantage to make this initiative a reality. It also an initiative that could provide employment opportunities for youth across countries in green economic sector. Initial areas of focus included digital up-skilling for 100,000 civil servants, launching the Data-for-Good Consortium, scaling up opportunities for youth in the digital ecosystem, and promoting efficient and transparent public service delivery through e-Government.

UNDP CO is also committed to harnessing the power of technology an innovation among women and men. The CO partnered with UNICEF, USAID, Scouts and Plan International to promote innovation among Kenyan youths through the EmaGem Ventures Initiatives. The initiative provided a platform for young people to showcase their innovative solutions on SDGs. In collaboration with Lake Hub, UNDP

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[80] Accelerating Digital Transformation in Kenya towards Resilience: Project ID: 01000547
[81] Digital transformation is a foundational enabler for UNDP's Signature Solutions articulated in the UNDP Renewed Strategic Offer 2022-2025.
[82] UNDP CO Annual Report 2023,

Accelerator Lab (Kenya) established the FemiDevs programme in 2022 that empowered 200 young women Western Kenya (Kisumu, Busia, and Migori) with relevant and employable digital skills. Through this programme, UNDP CO is supporting and helping to bridge the digital divide and empower women to participate in the digital economy. Such efforts, in particular supporting digitization and digital transformation is an area UNDP CO needs to be more strategic and deliberate in supporting. Such efforts could create green job opportunities too many youths at national and county levels across Kenya.

5.3.3.3 Rating of achievements on the Governance Pillar

The ranking of achievement is based on the Consultant's assessment and data provided by UNDP Units/Portfolio and relevant UNDP CO partners, including some donors. The data was then triangulated to arrive at the rating on each of the CPD Outputs, as shown in the Table 5.3 below:

Table 5.3: Achievement on Government, Peace and Security

Overall Target 60 Months	Target 2023	Achieved as @ Dec 2023	Target 2024	Achieved as @ June 2024	Total	% Achievement against CPD Target	Evaluation Assessment
Outcome 1: By 2026, people in Kenya at risk of being left behind – particularly in the arid and semi-arid lands (ASAL) counties, informal urban settlements, all women and girls, all children and youth – inhabit an inclusive, enabling, socially cohesive, and peaceful society where human rights are upheld, benefit from accountable institutions, participate in transformative governance systems that are gender-responsive, and uphold the rule of law. Sustainable Development Goals (SDGs) 5, 10, 11, 16 and 17 **Indicator 1.1:** Proportion of the population who have experienced a dispute in the past two years and accessed a formal or informal dispute resolution mechanism, by type of mechanism **Baseline 2022**: TBC: **Target 2026**: TBC **Achieved:** 64%[83] **Indicator 1.2:** Proportion of positions, by sex, age, people with disabilities (PWDs) in public institutions (national and local legislatures) compared to national distributions. National legislature % women **Baseline** 23% (2021) Target: 33% (2026) Local legislature % women Baseline 34.5% (2022) Target 40% (2026) **Achieved:** Women hold 201[84]/1882 elective seats (representing 10.6%); Governors: Women 7/47 (15%); Senators: Women 3/47 (6%); MPs: MCAs: Women: 727/2,223 (32.7%); MPs: Women: 82/349 (23%)							**Satisfactory**
Output 1.1: Democratic systems and space for inclusive participation and social cohesion towards peace and security are enhanced.							
Indicator: 1.1.1 Number of peace, social cohesion, preventing and countering violent extremism, and human security plans, policies and legal frameworks enacted and implemented.							
Overall Target: 10	1	1	1	1	4	**40%**	
Indicator 1.1.2 Number of mechanisms supported for dialogue, consensus-building, reconciliation and preventing violent extremism, with equal participation of women and men.							
Overall Target: 20	12	12	14	14	14	**70%**	
Output 1.2: Capacity of rights-holders and governance institutions to ensure transparency, accountability, and human rights principles towards the attainment of SDGs enhanced.							

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[83] NCIC 2022 post-election election report
[84] *Women\u0027s Performance in the 2022 Election- Final .pdf*

1.2.2. Proportion of persons subjected to HIV-related stigma and discrimination							
Overall Target: 25%	33%	23%	20%	20%	20%	**Target reduction=10% Achieved = 10%***	
Output 1.3: Enhanced capacity and governance of duty-bearers to support public delivery of basic services at national and devolved levels							
1.3.1. Number of counties with improved monitoring and evaluation (M&E), planning and budgeting capacities							
Overall Target: 14	8	10	12	2	14	**100%**	
1.3.2. Proportion of counties that have enacted policies and laws to support gender-sensitive service delivery.							
Overall Target: 70	57%	65%	67%	67%	67%	**67%**	
1.3.3. Percentage of counties with mechanisms for inclusive public participation of women, youth and PWDs							
Overall Target: 85	70%	70%	75%	75%	75%	**75%**	
1.3.4. Proportion of county governments reporting improved public finance management processes and systems for equitable, efficient and accountable service delivery.							
Overall Target: 75	60%	70%	72%	72%	72%	**72%**	
Output 1.4. Electoral, legislative and oversight institutions strengthened to promote inclusive, transparent and accountable governance and service delivery							
Overall Target: 16	10	11	1	2	13	**81%**	

Stakeholders were asked to rate how the country programme has strengthened oversight institutions to promote transparent and accountable governance. The program's efforts to strengthen public institutions for inclusive and accountable governance received mixed feedback (Figure 5.5). Equal proportions of respondents (41%) rated it as having an impact to a large extent and to a medium extent. About 10.3% were uncertain, indicating that while there is recognition of the program's efforts, there may be varying perspectives on its effectiveness in different contexts or sectors. This shows that the programme generally has strengthened institutional capacities that could promote inclusion, transparency and accountability at county levels.

Graph of % of Respondents on Promotion of Inclusive, Transparent and accountable Governance

	To very large extent	To medium (average) extent t	Don't know	To a very small exter (minimal)
■ % Response	41	41	10.3	7.7

Percentage Respondents
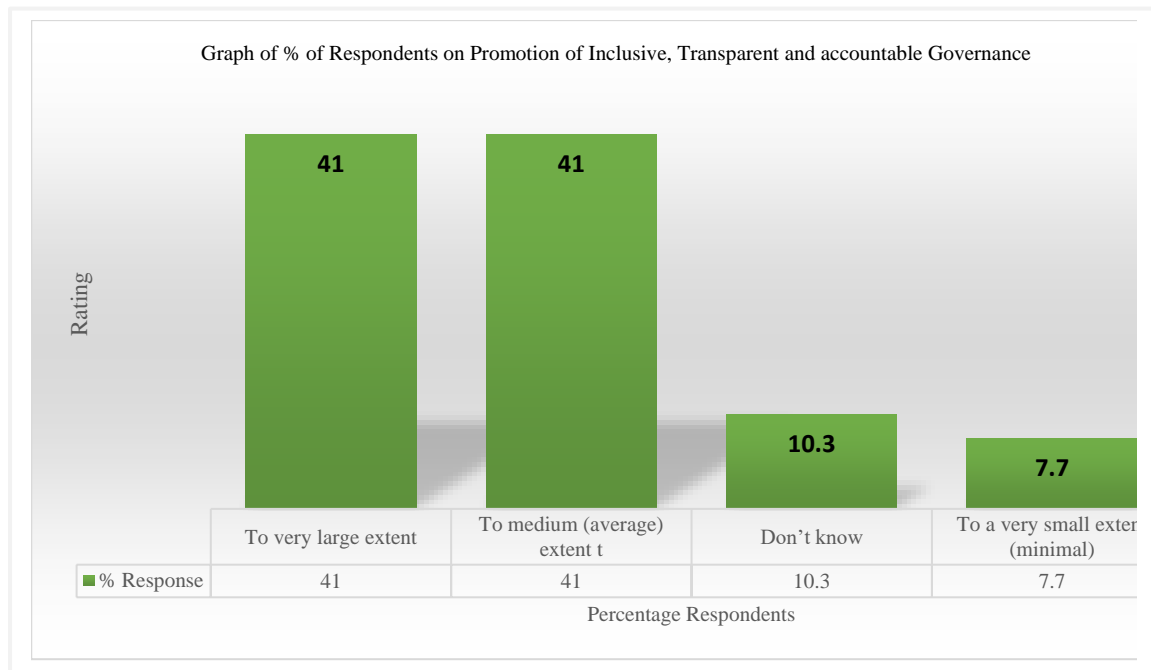
Figure 5.5: Stakeholders' rating on the extent to which public institutions' capacities been strengthened to promote inclusive, transparent and accountable governance and service delivery

Summary of results on the Governance Pillar

Based on the findings in the MTR, several strategic opportunities emerge for enhancing governance, peace, and security in Kenya: Overall, UNDP Country office have worked with national and country Governments, CSOs and other partners in promoting access to justice, creating a secure, peaceful, inclusive, and cohesive society. According to the SDG Indicator Framework, Kenya is now able to report on 168 indicators (67.7%) and increase from 128 in 2016.[85] These efforts have positioned Kenya to better track its progress toward meeting its SDG commitments, although further work is required to cover all SDG indicators comprehensively. The country programme assisted in the localization of SDGs by supporting county governments in integrating SDG priorities into their MTP IV related development plans. Although UNDP Kenya achieved tremendous results in the above areas, challenges persist in County Own Source Revenue (OSR), creating employment opportunities for youth and women, supporting SMEs to thrive and be resilient, effective service delivery and more work is needed to enhance to accountability and transparency in devolution through greater and active public participation.

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[85] Sustainable Development Goals in Kenya Statistical Annex to the Kenya Voluntary National Review, 2024. Total(global) SDG Indicators 248

A public perception survey conducted in 2023 revealed that while 70 percent of respondents felt devolution had led to better service delivery[86] a substantial 21 percent indicated that service delivery has deteriorated. A similar survey conducted by Info Trak showed that 78 percent of respondent felt that devolution had accelerated and devolved corruption and the misuse of public funds both at the national and county levels. UNDP therefore should make deliberate efforts through strategic partnerships and innovative ways to minimize graft at the national and county levels. Talks are in advance stage between UNDP, UN Women and UNICEF to design another Devolution Project to focus on 8 countries, with the same objectives as in the just ended JPD (refer to Annex III for UNSDCF for a number and UN agencies participating on JPs).

Based on the findings of the MTR on the Governance pillar, several strategic opportunities emerge for UNDP Kenya enhancing governance, peace, and security in Kenya:

- **Support institutional strengthening**: UNDP Kenya can continue playing a key strategic role in building the capacities of governance institutions, both at the national and county levels, to ensure effective policy implementation, public accountability, and equitable and good quality service delivery
- **Promote transparency and anti-corruption**: UNDP can support anti-corruption efforts by advocating for stronger enforcement of accountability measures, supporting/facilitating the adoption of e-governance tools, and fostering public awareness campaigns on the importance of integrity in public administration.
- **Facilitate peace building and social cohesion**: There is an opportunity for UNDP Kenya to continue investing in peace building programs, particularly those that empower youth and women in Early Warning and Early Response (EWER) mechanisms, conflict prevention, conflict resolution, mediation and community resilience. UNDP Kenya can support area-based initiatives that address the underlying causes of conflict and promote dialogue and reconciliation in selected affected communities.
- **Enhance citizen participation**: Based on lessons learned in the Joint Devolution Programme (JDP), UNDP Kenya can be more effectively promote inclusive public participation in governance processes, particularly at the county levels in selected counties. UNDP Kenya can help strengthen democratic governance and local development, by supporting area-based civic and voter education, community engagement, and participatory budgeting processes to enhance government responsiveness and accountability.
- **Supporting the management and delivery of free, fair and transparent elections in 2027**. By Supporting voter and civic education, enhancing capacities of IEBC, OPP and the Judiciary. This is because election is a process and not an event. Targeting voter education could raise the number of registered voters and those who actual vote more that it happened in 2022. And this is good for democracy in the country.

In summary, while Kenya faces challenges in governance, peace, and security, there are substantial opportunities to strengthen these areas. By building institutional capacities, promoting transparency, fostering social cohesion, and empowering communities, Kenya can create a more peaceful, inclusive, and democratic society. UNDP Kenya is well-positioned to support these efforts through its expertise, partnerships, and commitment to sustainable development.

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[86] Info Trak survey, 2023

5.3.5 Sustainable, Inclusive, Green Growth

5.3.5.1 Overview of Results

The Inclusive Growth pillar focuses on ensuring that the benefits of economic progress are equitably shared across all segments of society, particularly marginalized and vulnerable groups. Overall, UNDP Kenya's efforts under this pillar have laid a good foundation for promoting inclusive, resilience, inclusive and green growth in key economic sectors (SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14). Based on the findings in this report, conclusions about Kenya's progress, challenges, and potential strategies for inclusive growth can be drawn. However, more strategic work needs to be done to prepare citizens and businesses for digital transformation and build resilience. Some challenges and opportunities exist in this pillar, including:

1) Progress in Economic Growth and building MSEs resilience: As indicated in this report and other relevant reports, Kenya has experienced steady economic growth over the past decade, driven by diverse sectors such as agriculture, services, technology, and infrastructure development (Economic Survey, 2024). This growth has created new economic opportunities, particularly in urban areas, and has contributed to poverty reduction efforts, including growth of digital trade and digitally enabled transactions, digitalization has become an integral part of numerous day-to-day activities and service deliver, capacity building of MSMEs for business to thrive and building resilience. However, this progress has been uneven, with significant disparities in wealth distribution and access to economic opportunities, in ASALs and among youth, women and people living with disabilities.

Poverty Reduction: While the national poverty rate has declined, poverty remains concentrated in rural areas and informal settlements, where access to basic services, infrastructure, and economic opportunities is limited. Inequalities persist across regions and demographic groups, with women, youth, and people with disabilities (PWDs) facing higher levels of economic marginalization (MTP IV, Economic Survey, 2024). The challenges are more glaring in ASALs and among urban poor across the country. This provides opportunity for strategic investment and action.

High Unemployment and Underemployment: The report highlights the challenge of unemployment and underemployment, especially among the youth and women across the country (Economy Survey 2024; World Banks). Despite economic growth, job creation has not kept pace with the growing labor force, leading many young people to seek livelihoods in the informal sector, which often lacks job security, fair wages, and social protection (MTP IV, 2024). Building resilience in the MSME also remains a challenge.

Skills Mismatch: There is a significant gap between the skills possessed by the workforce and those required by the job market. The education and training system in Kenya has not fully adapted to the evolving needs of the economy, resulting in a mismatch that hinders young people's access to quality jobs and limits overall productivity (MTP IV; Education Sector Strategic Plan, 2018-2023).

Social Protection: The government has implemented several social protection programs, such as cash transfers to vulnerable populations (orphans, the elderly, and persons with disabilities). However, the coverage and effectiveness of these programs need to be enhanced to provide adequate support and safety nets for those living in poverty and vulnerable conditions (MTP IV, Economic Survey 2024)..

Inclusivity in Economic Participation: Marginalized groups, including women, youth, and people with disabilities, especially those in ASALs and urban poor, face systemic barriers to participating in economic activities (MTV IV, UNDP Kenya Annual Reports 2022/20233). Gender disparities in

income, employment, and access to resources persist, limiting women's empowerment and economic independence.

Below as strategic results on in the Inclusion Growth pillar.

5.3.5.2 Achievements and Stakeholders' responses on the Inclusive Growth Pillar

The ranking of achievement is based on the Consultant's assessment and data provided by UNDP Units/Portfolio and relevant UNDP CO partners, including some donors. The data was then triangulated to arrive at the rating on each of the CPD Outputs, as shown in the table below:

Finding 9: In collaboration with the private sector, UNDP CO strengthened the capacity of youth-led SMEs to participate in the African Continental Free Trade Area (AfCFTA)[87] and enhanced capacities to promote innovation in existing and emerging markets across productive sectors for youth, women and micro, small and medium-sized enterprises (MSMEs). However, more strategic and sustained work needs to be done in this to provide young people with opportunities to grow sustainable and competitive businesses for resilience.

Over the review period, UNDP CO maintained its steadfast commitment to advancing inclusive growth in Kenya, aligning with the Government's efforts to strengthen the Micro and Small Enterprises (MSEs) sector. For example, UNDP supported the establishment of youth Innovation and Empowerment centres in Tana River and Isiolo countries (ASAL region), through the partnership with respective County Government, Kenya School of Government, and the private sector. These centres have provided nurturing of skills and talents, and helped to build the capacity resulting to youth-led MSEs. The country programme supported and helped formalize over 30,814 associations and umbrella organizations registered on the Micro and Small Enterprises Authority platform, equivalent to more than 1,078,490 MSEs. This platform served as the Launchpad for the government's Group loan lending initiative, disbursing over KES 163,974,753.

UNDP country programme also supported the development of the National Green Jobs Strategy and Action Plan (2023-2027). Key activities from the strategy included convening of regional climate events such as the Africa Climate Summit/Week that mobilized nearly $26.6 billion in investments.[88] It is reported that the export promotion training was also conducted for youth and women-led enterprises Small and Medium Size Enterprises in 5 counties (Kisumu, Kisii, Machakos, Nairobi, Embu and Kwale). The country programme also enhanced capacity of 54 youth tree growing groups (1731members – female 825, male 806) to participate effectively in green economy, through training in appropriate technical, financial and agro economic practices. The outcome of such effort have been encouraging. For example, the group earned approximately US$180,000 in 6 months.[89]

Finding 10: The UNDP Country programme supported and build capacities of youth to harness their talent and skills by supporting the establishment of youth innovation and empowerment centres in the ASAL Counties.

The country programme supported the establishment of youth innovation and empowerment centres (2022) in Tana River and Isiolo counties (areas that have remained marginalized in Kenya, through a partnership with respective County Government, the Kenya School of Government, and the private sector. The Centres have help build capacity of 2000 youth (36% female, 64% male) and helped nurture skills and talents including business development and management. Stakeholders interviewed indicated

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[87] The African Continental Free Trade Area (AfCFTA) guided trade initiative saw UNDP collaborating with Ghana and Kenyan entities to host a trade expo resulting in potential activations valued between US$5 million and $6 million. The expo witnessed the sale of over 4,209 individual product items, representing 55% of the value of goods presented

[88] UNDP CO 2023 Annual Report.

[89] Ibid.

that the centres are empowering the youth and contributing to development of local solutions affecting youth people. Confessions of some of the young people who have been empowered are captured in the UNDP CO Annual Report 2023.

As documented in the UNDP CO Annual Report 2023, the county programme played an instrumental role in supporting formalization, innovation, and green economy initiatives while fostering impactful collaborations and advancing youth-focused endeavors for sustainable development. In the realm of green economy initiatives, partnerships with Gatsby Africa and the Kenya Forestry Service led to the establishment of the Kenya Commercial Forestry Investment Centre. UNDP's influence was crucial in developing Public-Private Partnership (PPP) Regulations, unlocking new opportunities for entrepreneurship and job creation. In MSEs formalization, UNDP facilitated the development of the Micro and Small Enterprises Authority (MSEA) Registration Platform, registering over 30,814 associations and umbrella organizations, equivalent to more than 1,078,490 MSEs. This platform served as the launch pad for the Government's Group loan lending initiative, disbursing over KSh 163,974,753. Sustaining such initiatives could pose challenges if not planned for in a participatory manner by the Country Government and UNDP CO and other development partners. UNDP Kenya established the Youth Sounding Board (YSB) in October 2021 aimed at amplifying youth voices in development by engaging a representative panel of young leaders. But such an innovation is now ineffective/dysfunctional. This is a very innovative idea that could promote engagement with the Gen Z, and need to be revived. This is an opportunity where UNDP CO could open discussions with respective Country Government to allocate resources to sustain such centres.

Finding 11: UNDP Country Programme supported and worked with the Government to produce National policy frameworks, planning, budgeting and data systems for SDG indicator tracking and reporting. This provides great opportunities to support and work with targeted counties to strengthen their capacity on localizing SDGs.

UNDP concluded the Kenya SDG Insights report, serving as a prioritization tool for high-impact actions to accelerate development plans. The report prioritized government priorities (SDGs 8.5, 11.1, and 16.6) and was used by the government to inform the fourth Medium Term Plan (MTP IV). In 2023, UNDP provided technical and financial support to the Government of Kenya for the preparation of the Voluntary National Report (VNR)[90]. Kenya presented reports by the national government and the Council of Governors, showcasing progress in implementing selected Sustainable Development Goals (SDGs). The Council of Governors report emphasized localization of SDGs and addressed cross-cutting issues to support reporting and tracking of progress. The 2024 Voluntary National Review (VNR) of implementation of the SDGs provides Kenya with the opportunity to take stock and assess progress and challenges in the implementation of the 2030 Agenda for Sustainable Development and the associated 17 Sustainable Development Goals (SDGs).

As a follow up and review mechanism, and coming at just past halfway to 2030, this review enabled the Country Office, National and development partners to self-assess and evaluate the progress towards achieving the SDGs by 2030. The review has positioned the country to respond to the challenges that confront us in implementing the SDGs from an evidence-based perspective. The recommendations and interventions identified in the review will fundamentally inform future decisions in designing programs to address the SDGs. Kenya faces a number of challenges in the implementation and tracking of SDGs. Global shocks such as the COVID-19 pandemic, geopolitical conflicts and climate change effects have

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[90] Third Voluntary National Review on the Implementation of the Sustainable Development Goals, 2024.

disrupted and slowed down economic activities, thus impeding successful implementation of the SDGs. Limited awareness and low comprehension of the SDGs, and their localization at country and local levels, has constrained implementation, while data gaps remain a key challenge in tracking progress of the SDGs. (VNR, 2024). Youth unemployment, skilling for green jobs and environmental management and climate change adaptation are some of the critical issues that slow down Kenya's development trajectory to 2030. UNDP CO has comparative advantage on addressing these issues and Kenya office have to plan strategically to address them going forward.

5.3.5.3 Rating of achievements on the Inclusive Growth Pillar

The ranking of achievement is based on the Consultant's assessment and data provided by UNDP Units/Portfolio and relevant UNDP CO partners, including some donors. The data was then triangulated to arrive at the rating on each of the CPD Outputs, as shown in the table below:

Table 5.4: Achievement on the Sustainable, Inclusive and Green Growth

Overall Target 60 Months	Target 2023	Achieved as @ Dec 2023	Target 2024	Achieved as @ June 2024	Total	% Achievement against CPD Target	Evaluation Assessment
Outcome 2: By 2026, people in Kenya at risk of being left behind – particularly in the ASAL counties, informal urban settlements, all women and girls, all children and youth – derive benefit from inclusive, sustainable, diversified and environmentally/climate-sensitive quality livelihoods with decent work in the sector economies, and realize growth that is resilient, green, and equitable SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14 **Indicator 2.1**: Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definition **Baseline:** 53% (2020) 52.0% male; 54.0% female; 48% children; 52% adults; Target: 28% **Achieved:** No data (Latest data is based on Kenya DHS 2022) **Indicator 2.2:** Employment in formal and informal sectors **Baseline:** 17% formal (KNBS 2020) 83% informal **Target:** Formal 25%, Informal 75% **Achieved:** Formal: 17.1% = (17.1/25) = 68.4% achievement **Indicator 2.3:** Kenya ranking in Green Growth Index for Africa. **Baseline:** 14th in Africa (2019) Green Growth Index; **Target:** 11th in Index Achieved: No Data on Africa; Global Ranking = 47.95[91]							**Avarage**
Output 2.1. Inclusive and resilient green growth policies, financing and practices across key growth sectors enhanced.							
	2023		**2024**			**% Achievement against CPD Target**	
2.1.1. Number of risk- informed development strategies and plans in place							
Overall Target: 10	4	1	2	2	**3**	**33%**	████
Output 2.2. National policy frameworks, planning, budgeting and data systems for SDG indicator tracking and reporting and M&E systems strengthened.							
Indicator 2.2.1. Percentage of SDG indicators captured in the National Integrated Monitoring and Evaluation system achieved							

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[91] Kenya-GreenGrowthIndex

Overall Target: 186 (80.1%)	162(69.8%)	166(70.1%)	178 (76%)	166 (70.1%)	166 (70.1%)	**70.1%**	
Output 2.3. Capacities to promote innovation in existing and emerging markets enhanced across productive sectors for youth, women and micro, small and medium-sized enterprises (MSMEs)							
Indicator 2.3.1.Proportion of formal to informal jobs in productive sectors, by gender							
Overall Target:166 (71.9%)	Formal 19%, Informal 81%	Formal 13% Informal 87%	Formal 15% Informal 85%	Formal 17.1% Informal 82.9%	Formal 17.1% Informal 82.9%	**17.1%** **82.9%**	
Indicator 2.3.2. Number of innovative products and services certified for existing and emerging markets by women- and youth-led MSMEs in productive sectors, disaggregated by sector							
Overall Target: 500	300	20	350	169	189	**54%**	

Stakeholders were asked to indicate the extent to which the country programme enhanced the national policy frameworks for SDGs. Stakeholders indicated that the program has contributed significantly to enhancing national policy frameworks, planning, budgeting, and data systems for SDG tracking and reporting, with 59% acknowledging this to a large extent (Figure 5.6). However, 25.6% perceived the contribution to be average, and 12.8% were uncertain. This result suggests that while progress has been made, further work is needed to strengthen these frameworks comprehensively.
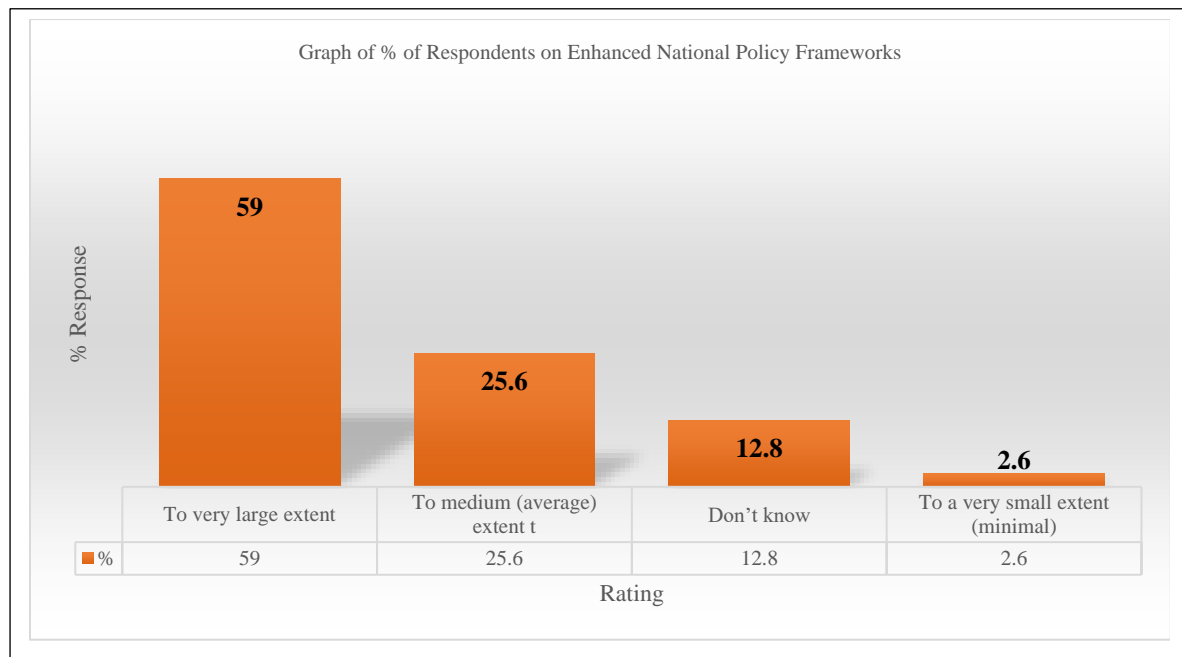
Figure 5.6: Stakeholders' rating on enhanced national policy frameworks, planning, budgeting and data systems for SDG indicator tracking and reporting

These findings demonstrate broad recognition of UNDP's role in supporting national SDGs systems and frameworks for planning, data collection and reporting for sustainable development goals (SDG). They provide great opportunities to support and work with targeted (in particular ASAL) counties to strengthen their capacity on localizing SDGs to accelerate development plans and services delivery.

Stakeholders were also asked to indicate the extent to which the country programme promoted inclusive, diversified and green jobs. The results were somewhat mixed (Figure 5.7). While 41% of stakeholders rated the program's promotion of green jobs as average, 30.8% viewed it as very good. The presence of some positive signs (17.89%) indicates ongoing efforts in this area. However, the fact that 10.3% rated it poorly suggests potential challenges in achieving the desired outcomes in green job creation.
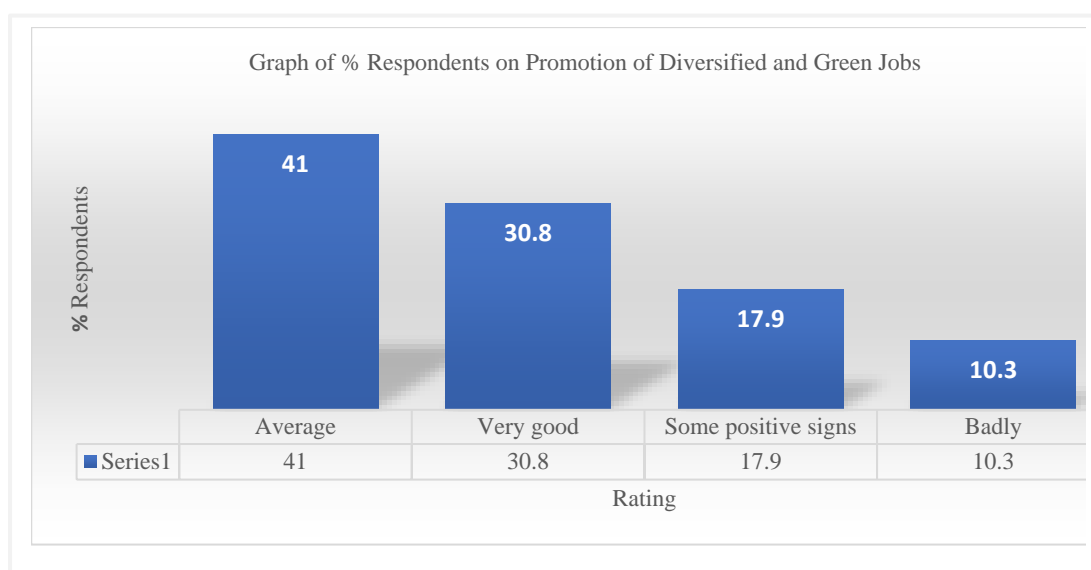
Figure 5.7: Stakeholders' rating How CP supported promotion of inclusive, diversified and green job opportunities in Kenya

The stakeholders' responses underscore the importance of targeted interventions to address youth unemployment and inequalities in Kenya, as these factors significantly impact the country's overall development trajectory and efforts to achieve inclusive, sustainable growth. This is an area where UNDP Kenya can empower youth and build resilience in their businesses. Future programs should prioritize scaling up initiatives that foster green jobs and inclusivity, ensure more impactful results, and address gaps in effectiveness to meet stakeholder expectations. Strengthening partnerships and innovative approaches may are needed to improve outcomes.

Summary on the Inclusive Growth pillar

Based on the findings in the MTR, several strategic opportunities emerge for creating employment opportunities for youth and building MSMEs resilience in Kenya. Overall, Sustainable, Inclusive, Green Growth pillar present UNDP CO with great opportunity and challenge of supporting and working with national and county governments and CSO in digitization and digital transformation, promoting financial inclusion, and creating green jobs for young women and women across Kenya. The interventions done so far in the last six months offer good lessons to UNDP Kenya, national and country governments and other stakeholders on how such support could be scaled-up, made more youth-centric and make their businesses resilience. Kenya's development context underscores the importance of a multifaceted approach that tackles unemployment, inequality, climate change, and governance simultaneously.

Based on the findings of the MTR on the Inclusive Growth pillar, several strategic opportunities arise in the Inclusive Growth pillar including:

a. Promoting Job Creation and Economic Diversification

- **Support for Small and Medium Enterprises (SMEs)**: SMEs are a vital engine for job creation and economic diversification. Kenya has the opportunity to strengthen its SME sector by improving access to credit, market linkages, and business development services. Expanding programs like the Youth Enterprise Development Fund (YEDF) and the Women Enterprise Fund (WEF) can provide financial support and training for youth and women entrepreneurs, enabling them to start and grow businesses.

- **Skills Development and Vocational Training**: Investing in technical and vocational education and training (TVET) is key to addressing the skills mismatch in the labor market. Aligning TVET programs with industry needs and promoting digital literacy will enhance the employability of young people and support the growth of emerging sectors, such as technology and green economy industries.

b. Strengthening Agriculture for Inclusive Rural Development
- **Climate-Smart Agriculture**: Agriculture is a primary source of livelihood for many Kenyans, especially in rural areas. Promoting climate-smart agricultural practices can enhance productivity, improve food security, and create jobs. Support for smallholder farmers through access to credit, modern farming inputs, training, and market access will help build resilient agricultural systems that contribute to poverty reduction and rural development.
- **Value Addition and Agribusiness**: There is a significant opportunity to diversify the rural economy by promoting value addition in agricultural products and developing agribusinesses. Supporting agripreneurship, processing industries, and supply chain development can increase income for farmers, create rural employment, and drive inclusive economic growth.

e. Inclusive Policy Formulation and Implementation
- **Inclusive Policy and Planning**: To achieve inclusive growth, policies must be designed with the active participation of all stakeholders, including youth and marginalized groups. Empowering communities through participatory planning and budgeting processes ensures that development initiatives address local needs and priorities. Additionally, integrating gender equality and social inclusion (GESI) into policies will help overcome systemic barriers that hinder the economic participation of women, youth, and other vulnerable groups.
- **Promoting the Green Economy**: The transition to a green economy provides a unique opportunity for Kenya to generate new, sustainable jobs while protecting the environment. Investment in renewable energy, sustainable agriculture, forestry, and eco-friendly businesses can drive inclusive growth, particularly in rural areas. Supporting green jobs and training programs will prepare the workforce for emerging opportunities in sectors like solar energy, waste management, and conservation.

In summary, Kenya has made notable strides toward inclusive growth, but challenges related to poverty, unemployment, inequalities, and access to basic services persist. The opportunities for fostering inclusive growth include promoting job creation, supporting SMEs, investing in agriculture, enhancing social protection, building infrastructure, and ensuring inclusive policy-making. By focusing on these areas, Kenya can achieve more equitable economic progress, reduce disparities, and improve the quality of life for all its citizens. UNDP Kenya and other partners can play a key role in supporting the government to design and implement inclusive policies, build capacities, and mobilize resources to drive this agenda forward.

5.3.6 Nature Based Solutions and Resilience

5.3.6.1 Overview of Results
Kenya's unique ecosystems and natural resources are critical to its socio-economic development. **Nature-Based Solutions** such as ecosystem restoration, sustainable agriculture, forestry management, and water conservation, play an essential role in enhancing climate resilience, promoting biodiversity, and supporting sustainable livelihoods. Overall, UNDP Kenya's interventions under this pillar have contributed to significant progress in enhancing Kenya's climate resilience and promoting nature-based

solutions. In Targeted counties, people have access to and derive benefit from sustainably managed ecosystems for nature-based solutions in a green transition (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14, and 15). The findings in the MTR report on Nature-Based Solutions and Resilience highlight both the progress and challenges in leveraging natural resources to address climate change and sustainable development:

Climate Mitigation and Adaptation: The country programme, through catalytic interventions, worked with countries and communities on that address both climate mitigation (e.g., through afforestation) and adaptation (e.g., reducing the impact of climate-related disasters). These solutions are recognized for their potential to support Kenya's climate action targets under the Nationally Determined Contributions (NDCs).

Community Involvement: The success of Nature Bases Solutions heavily relies on community engagement. The country programme worked with selected communities in Western Kenya, Rift Valley and ASALs to integrate local knowledge and practices in the design and implementation of Nature Based Solutions to ensure sustainability and inclusivity.

Policy and Institutional Support: Enhancing Nature Based Solutions requires supportive policy frameworks and intersectoral collaboration. The country programme worked with country Government to strengthen capacities to formulate and strengthened policies and incentives to promote nature-based initiatives and mainstream them into county and national development planning.

Building Climate Resilience: The country programme also strengthened the resilience of vulnerable communities, particularly in arid and semi-arid regions. The MTR findings indicate that the selected communities were able to build capacities on water management, and disaster risk reduction initiatives for enhancing food security and livelihood sustainability. The findings also demonstrate the integrating resilience-building measures into local and national development plans. This includes investing in infrastructure that withstands climate impacts, diversifying livelihoods, and promoting insurance mechanisms to reduce vulnerabilities.

Promotion to access and adaptation of Clean Energy Solutions: MTR findings indicates that the country programme targeted vulnerable households in ASALs and promoted adoption of clean energy technologies for cooking.

Overall, the MTR findings underscore leveraging nature-based solutions and enhancing community resilience are vital strategies for Kenya's sustainable development and climate adaptation efforts

5.3.6.2 Achievements on the Nature Based Solution and Resilience Pillar

Finding 12: UNDP supported and strengthened capacities of national and country governments and communities for effectively protection and sustainable management of natural resources.

UNDP CO in partnership with the Ministry of Environment and Forestry strengthened capacity to monitor and prevent deforestation and forest degradation in Kakamega, Kaptagat and Enosoopukia forests that cover a total of 55,310 hectares. Further, UNDP enhanced capacity of the National Government to coordinate management of forest ecosystems by providing four vehicles to State Department of Forestry, NETFUND and the Kenya Forest Service. [92] UNDP's support to the Ministry of Environment and Forestry contributed to the rehabilitation of 350 hectares of forest, establishment

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[92] Kenya Country Office: Forestry and Land Restoration Action for Kenya's NDC (FLaRAK)), June 20

of 20 tree nurseries with a capacity of 649, 824 seedlings. The country programeme supported four (4) counties (Narok, Makueni, Vihiga and Elgeyo Marakwet) to review and mainstream land use plans in their third generation County Integrated Development Plans |(CIDPs). Guidelines on mainstreaming land use plans in CIDPs were developed and best practice case studies for 4 counties prepared (these counties are Kericho, Makueni, Kilifi and Baringo). Deep dive training sessions were also held with the four supported counties on use of the guidelines. These trainings had a total of 69 participants drawn from various departments including planning, lands, environment, finance and water departments. The training was held in collaboration with the Council of Governors for all 47 counties on the use of the guidelines. A total of 150 participants benefited from the training.

UNDP CO support contributed to the establishment of twenty (20) tree seedling nurseries in institutions located within the selected project sites, enhancing opportunity for Kenya to meet its commitments towards carbon reducing its carbon footprints. With the support from Japan NGO (Non-Governmental Organization) Community Roads Empowerment (CORE), total of 20 primary schools were successfully supported including 4 schools in Kakamega, 2 schools in Vihiga, 3 schools in Uasin Gishu, 3 schools in Elgeyo Marakwet, and 8 schools in Narok to establish tree seedling nurseries. The nursery establishment entailed a comprehensive set of equipment including provision of water tanks, gutters and plumbing pipes, nursery tools and potting tubes. Each of the nurseries was well fenced. The project surpassed its target of 400,000 seedlings with a total number of seedlings being 650,000. CORE recruited 20 foremen, (1 foreman per school) to work on the construction of the tree nursery, site store, plumbing and installation of the water tanks.

Demonstrating commitment to creating employment through nature based solutions, a total of 100 casual workers were recruited (5 casual workers per school) to work on helping the foremen in fencing, store construction, plumbing and tank installation. Additionally, the casual workers were in charge of the soil potting, preparation of the seed bed, sowing, pricking out of the seedlings, weeding, and watering of the plants. The foremen were employed for 3 months in the project while the casual workers were employed for 6 months on call basis. Further, as indicated in the UNDP CO 2023 Annual Report, the country programme contributed to the development of the national green jobs strategy and action plan (2023-2027) which guides the implementation and monitoring of the green jobs agenda in Kenya through partnership with the Ministry of Labour, the National Employment Authority and German Agency for International Cooperation (GIZ). The strategy is to align it to the National Climate Change Action Plan III and Long-term Low-Emission Development Strategies (LT-LEDS) was launched at the Africa Climate Summit held in Nairobi in September 2023.

Through technical advisory support, the country programme contributed to the enhanced coordination and management of the Maasai Mara Ecosystem by assisting in the drafting and public consultations on the Greater Maasai Mara Ecosystem plan development. Additionally, the programme provided support to enhance the wildlife crime detection and deterrence capacities of the wildlife security agencies. The outcome of this is significant and appreciated by stakeholders interviewed during the MTR. The interventions resulted into significant reduction of poaching, with over 86% prosecution success rate in the Tsavo Conservation Area. The Country programme also strengthened the capacities of communities in 14 counties and institutions for crisis preparedness, response, and recovery. This resulted in 12 counties increasing their budget allocation for disaster management to a total of about KSH1.4 in the 2021/2022 financial year. The programme also enhanced stabilization and community-level adaptive capacity to build long-term resilience to shocks. As a result, 71,271 people (36,062 females; 35,209 males) directly benefited. Overall, stakeholders interviewed indicate that the UNDP support has enhanced communities' resilience contributing significantly to the mitigation of environment degradation and reduction of biodiversity loss.

Geared towards helping the government mainstream climate change in key development processes at the national and regional levels with UNDP's support, Kenya has developed robust regulatory and policy frameworks that will support management of climate change related challenges including the capacity of key government agencies (both at national and county level), ministries, departments on climate change mainstreaming. UNDP enhanced the capacity of the Kenya Government officials on Article 6 of the Paris Agreement, and supported, financially and technically, the production of two strategic plans supported namely the Long-term Strategy Towards Net Zero by the year 2050 (expected to be submitted to the UNFCCC) as well as the National Climate Change Action Plan. This enabled the Government to amend its Climate Change Act 2016 to make provisions for carbon markets. UNDP provided technical guidance to the Government on the Carbon Markets regulations that will operationalize the amended Act.

Findings 13: UNDP country programme enhanced capacities and resilience to disaster risks and climate impact across national and county levels

UNDP CO seeks to support and advance disaster risk management national priorities with aim of assisting the country to reduce and manage the risks of natural and manmade disasters. As a result, the capacity of national and county governments has improved significantly in development/review of pieces of policies and subsidiary legislations, bills, strategies and other frameworks. As indicated in the UNDP CO 2023 Annual Report and stakeholders interviewed, UNDP country programme contributed to enhanced capacity of Disaster Risk Management (DRM) stakeholders for knowledge management through the National Symposium for disaster risk reduction (DRR) and the International Day for Disaster Risk Reduction (IDDR). As a result, the national and county governments committed to increase engagement on DRR. Additionally, UNDP strengthened the capacity of national and county government to develop and implement policies for risk management and resilience.

In Arid and Semi-Arid Lands (ASALs) UNDP country programme enhanced the adaptive capacity of people (36,522 (18,626 Female; 17,896 Male) living in the ASALs. This was geared towards improving resilience of food systems, water security and livelihoods through rehabilitation of nine small-scale irrigation schemes in Turkana (4), Garissa (2), and Tana-River (3). These interventions involved climate-proofing and greening of irrigation infrastructure through development of closed water conveyance systems, which are less-prone to flood damage and solarization to reduce greenhouse gas (GHG) emissions. National Government partners pointed out that that the target Counties can now undertake risk-informed planning as evidenced by the integration of DRM into long-term planning (UNDP 2023 Annual Report). Besides, data from the Third Generation County Integrated Development Plan (CIDPs) indicates that $180,517,366 own-budgetary resources have been set aside for DRM over the period 2023-2027 planning cycle in 15 counties. This is an example of a collective determination to nurture and protect the natural heritage that defined the nation.

Environmental Resilience and Climate Justice: Through the Climate Promise and Nationally Determined Contributions (NDC) support, the UNDP Kenya is working with the government and providing technical expertise to guide national and county governments towards a path of environmental resilience and climate justice. During the period under review, UNDP supported prioritized accelerated structural transformation through green, inclusive, and digital transitions that put nature and the environment at the core of Kenya's economic growth through protection, and sustainable management of natural resources. As articulated in the UNDP Kenya 2023 Annual Report, in 2023,

UNDP supported the Africa Climate Summit.[93] Among the key outcomes of the summit was the African Leaders' Nairobi Declaration. This declaration is a potent symbol of Africa's unwavering commitment to green growth and innovative climate finance solutions. Another milestone was the establishment of the Accelerated Partnership for Renewables in Africa (APRA). This bold initiative involves multiple African nations, including Kenya, Ethiopia, Namibia, Rwanda, Sierra Leone, and Zimbabwe, with backing from international partners such as Denmark, Germany, and the United Arab Emirates. Furthermore, African leaders introduced a Global Carbon Tax Proposal at the summit. This bold proposal calls on the world's major polluters to contribute more significantly to climate finance, supporting climate action in less affluent nations. This initiative is expected to be a cornerstone in the negotiations at the upcoming COP28, aiming to ensure that those most responsible for emissions bear a fair share of the costs of global climate mitigation.

UNDP support resulted to the development and operationalization of guidelines for the mining Sector. These include Environmental and Social Impact Assessment (ESIA) Guidelines for the Mining Sector; and National Guideline on Mine Site Decommissioning and Rehabilitation. The National Environmental Management Authority (NEMA) capacity was strengthened to develop the two guidelines in the Mining Sector. The first one informs regulators, environmental assessment experts, investors, mining communities and other stakeholders on the procedures and process for undertaking environmental assessment and analysis. The later describes the plans and key issues in the mining site decommissioning, rehabilitation plan, and detailed requirement for a typical plan that should be developed by the regulated facility.

UNDP support to the National and County Governments have contributed to tangible results in promoting sustainable use and management of wildlife and natural resources. UNDP Kenya programme played a crucial role in promoting the sustainable use and management of wildlife and natural resources in Kenya. Working with State Department of Wildlife and counties of Kajiado, the country programme contributed to the enhanced management of the Maasai Mara Ecosystem by supporting the drafting and public consultations on the Greater Maasai Mara Ecosystem pal development. The programme also provided support to enhance the wildlife crime detection and deterrence capacities of the wildlife security agencies.

Finding 14: The country programme has promoted access and use to cost-effective clean energy technologies in ASAL regions and boarding schools.

UNDP CO efforts in the energy sector in Kenya have focused on policy level support as well community/household level interventions. Through UNDP Kenya, 10 vulnerable households and 5 boarding schools in ASALs counties have benefitted from adopting clean cooking technologies.

Working with the Ministry of Energy, UNDP CO supported and funded, the "Accelerated Clean Cooking Action in Kenya (ACCA) the Accelerated Clean Cooking Action (ACCA) project". The project sought to address and resolve systemic barriers that hinder adoption of clean cooking in urban and ASAL areas of Kenya while unlocking new livelihood /job opportunities for women and youth. It employed a four-pronged strategy: 1. supporting the transition of five (5) public institutions (Boarding Schools, Hospitals, TVET institutions, and Prisons, amongst others) from the use of inefficient biomass stoves to LPG; 2. Accelerating the adoption of and use of clean cooking technologies and fuels by targeted drought-stricken ASAL areas and peri-urban households; 3. Capacity building and raising

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[93] Nairobi Declaration 06092023.pdf.docx (afdb.org).; Bing Videos

awareness on clean cooking enterprises for women and youth and; 4. Supporting national and county governments in strengthening energy-related policies, strategies and plans.

According to available report, the programme enabled 10,000 vulnerable households adopt clean cooking technologies. It estimated that by reaching these households this programme has contributed to emission reductions totaling 25,000tCO$_2$e per annum.[94] In addition, the programme has contributed to removing systemic barriers that continue to hinder sustainable tree growth and unmitigated ecosystem and land degradation by supporting three (3) county Governments develop robust energy plans and five (5) public institutions transition from the use of inefficient biomass stoves. The findings revealed that the programme empowered 556 last-mile women and youth entrepreneurs with skills to participate in the clean cooking value chains.

Strengthen and National and County level energy plans, strategy and policies on clean cooking: Through the programme UNDP CO supported the development of energy plans for three county governments: Tana River, Kajiado, and Machakos. This initiative was driven by the recognition that energy access is a critical enabler of socio-economic development, essential for progress in various sectors crucial to human well-being. The planning is required under the Energy Act of 2019 (Section 5 and the 5th Schedule), the Integrated National Energy Planning (INEP) framework, and the draft Energy (Integrated National Energy Plans) Regulations of 2023 that mandate that county governments prepare County Energy Plans (CEPs). These plans are then submitted to the Cabinet secretary for Energy and consolidated into one national integrated plan which will guide implementation of energy projects and programs in the country. The CEPs will guide implementation of energy projects in the county for 10 years and will be reviewed after every 3 years on a rolling basis.

In partnership with the Clean Cooking Association of Kenya UNDP CO undertook a comprehensive training program for last-mile entrepreneurs focused on clean cooking value chains. This program aimed to equip women and youth with the skills and knowledge necessary to promote and distribute clean cooking solutions within their communities. The UNDP CO 2023 Annual Report indicates that the UNDP country programme contributed to capacity enhancement of 296 last mile energy entrepreneurs (75; 26% male and 221; 74% female) on how to make clean cook stoves and clean fuels such as briquettes. Ten thousand (10,000) vulnerable households in five counties namely Laikipia, Kajiado, Tana River, Nairobi and Machakos have benefitted from clean cooking technology including gasifiers, high efficiency biomass stoves and electric cookers. UNDP contributed to adoption and application of clean energy provision in schools through installation of LPG facilities in boarding schools. LPG will replace the use of wood in the schools.

5.3.6.3 Ranking of achievement on the Nature Based Solutions pillar
The ranking of achievement is based on the Consultant assessment and data provided by UNDP Units/Portfolio and some UNDP CO partners, including some donors. The data was then triangulated to arrive at the rating in the table below.

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[94] Final Report: Accelerating Clean Cooking Action in Kenya.

Table 5.5: Achievement on the Nature Based Solutions and Resilience

Overall Target 60 Months	Target 2023	Achieved as @ Dec 2023	Target 2024	Achieved as @ June 2024	Total	% Achievement against CPD Target	Evaluation Assessment
Outcome 1: By 2026, people in Kenya at risk of being left behind – particularly in the ASAL counties, informal urban settlements, all women and girls, all children and youth – have access to and derive benefit from sustainably managed ecosystems for nature-based solutions in a green transition. SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14, and 15 **Indicator 3.1.** Tree cover as a proportion of total land area (%) **Baseline:** 7.28% (2022) **Target:** 12% (2026) **Achieved:** 12%[95], [96] **Indicator 3.2.** Number of deaths, missing persons and directly affected persons attributed to disasters, per 100,000 population **Baseline:** TBD; **Target:** TBD **Achieved:** No **Indicator 3.3.** Percentage of households using renewable energy and green technologies. **Baseline:** 70% (2022); **Target:** 90% (2026) **Achieved:** 76%[97]; = 76/90 = 84% Achievement							**Satisfactory**
Output 3.1: Sustainable management of natural resources at national, subnational and grassroots levels, using people-centred approaches, enhanced.							
	2023		**2024**				
3.1.1a. Areas of landscape – forests - under improved management practices							
Overall Target: 600, 000 ha	150, 000 ha	350	150, 000	0	150, 000	**25%**	
3.1.1a (i). Areas of landscape – conservancies/rangelands – under improved management practices.							
Overall Target: 2,427,500Ha Mara	0	316,900 Ha		0	316,900 Ha	**13%**	
Indicator,3.1.1a (ii). Number of direct beneficiaries benefiting from improved management practices in the landscapes							
Overall Target: 6000F **9000M**	200F 500M	138F 512M		0		**2.3%F** **5.7%M**	

[95] Kenya Achieves 10% National Tree Cover Target – Science Africa
[96] Environment and Climate Change ministry 2023 Report
[97] Renewable energy sources dominate Kenya's power sector - Capital Business

			200F 500M		138F 512M		Green
Indicator 3.1.2: Number of people (by gender and rural/urban) benefiting from initiatives to protect and promote sustainable use and management of natural resources							
Overall Target: 60,000	15, 000	6,500	15, 000	0	6, 000	**10%**	Red
Indicator 3.1.4a: Quantity (in grammes) of mercury reduced in gold processing							
Overall Target: 1,500,000 grammes (1.5 Tonnes)	350,000	0	350,000	0	0	**0%**	Red
3.1.4b Number of direct beneficiaries by gender as co-benefit of mercury reduction							
Overall Target: 65,000 female 65,000 male	F 16, 250 M 16, 250	3,082 F 4,255 M	F 16, 250 M 16, 250	0	3,082 F 4,255 M	**4.7%F 6.6%M**	Light green
Output 3.2 Capacities and resilience to disaster risks and climate impact across national and county levels enhanced							
Indicator 3.2.1. No. of counties with gender-responsive policies and legal framework for disaster risk reduction							
Overall Target: County 23, National 1	C-17 N-0	C-18 N-0	C-19 N-1	C-19 N-1	**C-19 N-1**	**C-83% N-100%**	Green
Indicator 3.2.2 No. of people (by gender) benefiting from climate-smart initiatives							
Overall Target: 90,000	20000	36522	4000	29, 684	66206	**74%**	Light green
Output 3.3. Access to cost-effective clean energy enhanced.							
Indicator 3.3.1. No. of technologies transferred to improved access to clean and affordable energy							
Overall Target: 15	13	5	5	5	10	**67%**	Light green
Indicator 3.3.2. No. of people (by gender) benefiting from clean cooking solutions (clean energy							
Overall Target: 8.8m Women 8.8m Men	5 m F 5m M	5.2 F 5.72m	5 m F 5m M	66,206 (34, 201 F; 32005 M)	5.54 F 6.04 M	**63%F 69%M**	Light green

Output 3.4: Capacities to deliver on nationally determined contributions enhanced – national/county level.							
Indicator 3.4.1. No. of Mt CO2e reduced from climate mitigation initiatives implemented							
Overall Target: 142Mt CO2e	0	128MtCO2e	130Mt CO2e	25,000tCO2e	128.025Mt CO2e	**90%**	
3.4.2. No. of counties with gender-responsive policies and legal framework for climate change							
Overall Target: 47	38	44	45	2	47	**100%**	

Strengthening Capacities and Resilience to Disaster Risks: Stakeholders were asked to indicate how the country programme has enhanced capacities and resilience. The response to this aspect was notably positive, with 76.9% indicating that capacities and resilience to disaster risks have been strengthened to a large extent. This high level of stakeholder approval suggests that the program has made significant strides in building disaster resilience at both national and county levels. (Figure 5.8).
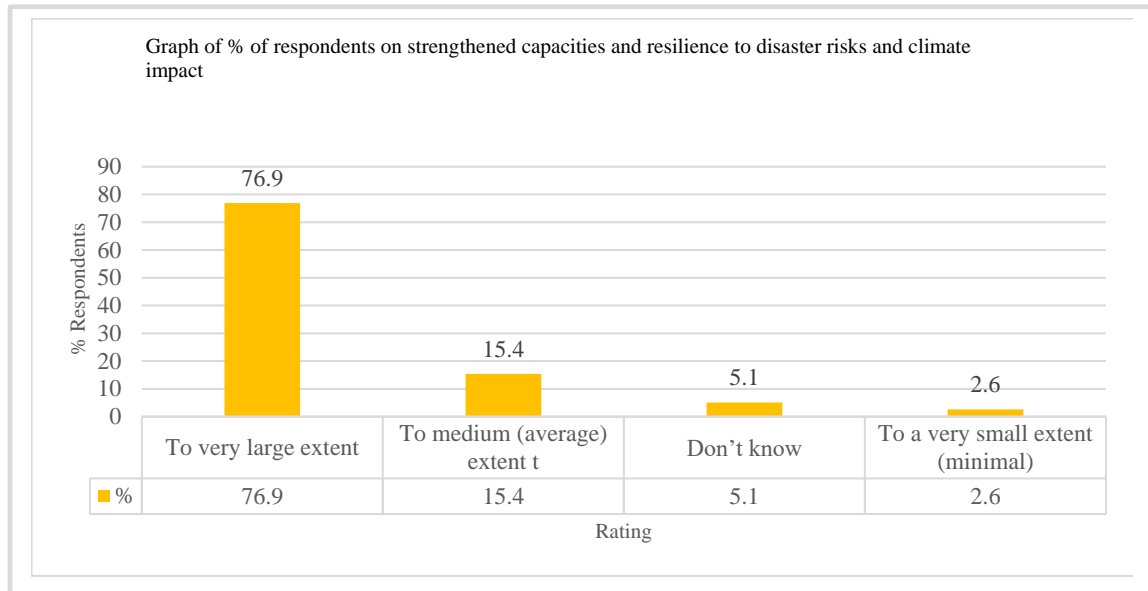
Figure 5.8: Stakeholders' rating on the country programme promoting sustainable management of natural resources at national, subnational and grassroots levels

Sustainable Management of Natural Resources: The majority of stakeholders (74.4%) rated the program's support for sustainable natural resource management as impactful to a large extent, demonstrating strong positive stakeholder perception. Only a small fraction (2.6%) felt the impact was minimal, highlighting the program's success in this area.
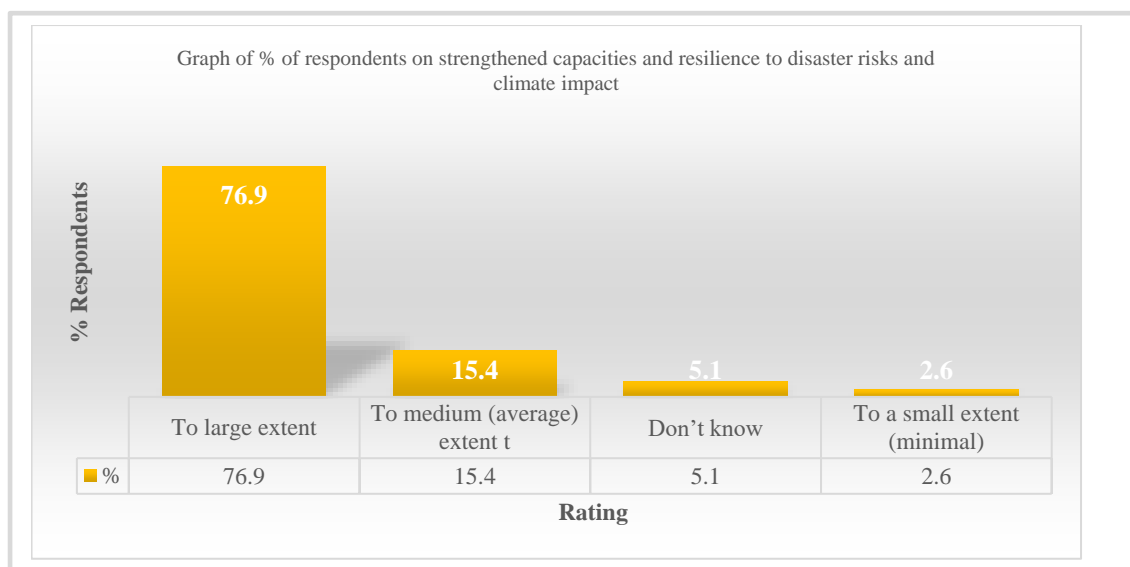
Figure 5.9: Respondents on strengthened capacities and resilience to disaster risks and climate impact

Promotion of Access to Clean Energy: A significant portion (48.7%) of respondents rated the program's effectiveness in promoting access to clean energy as good, with 35.9% rating it as average. Some positive signs were noted by 12.8%, while a minimal number (2.6%) rated it poorly. This reflects a generally favorable view of the program's efforts in the clean energy sector, though there may still be areas that require further enhancement.

Figure 5.10: Stakeholders rating on how country program has strengthened capacities and resilience to disaster risks and climate impact across national and county levels

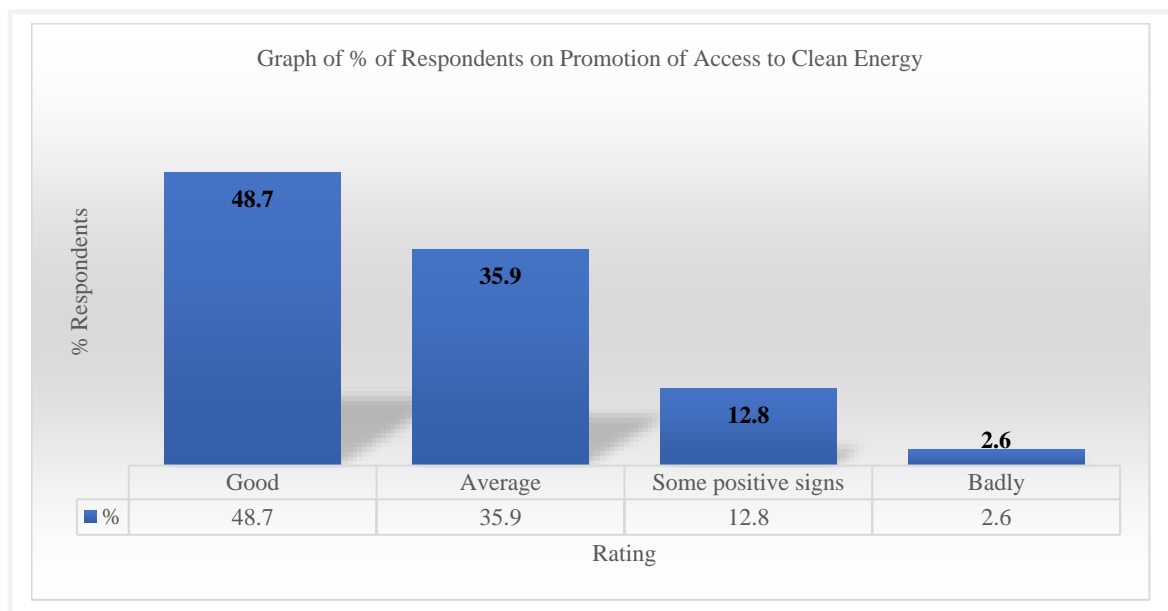To enhance UNDP's efforts in promoting access to cost-effective clean energy, future programming should focus on scaling up outreach to underserved communities, particularly in ASAL rural areas, to ensure equitable access. Strengthening partnerships with governments, the private sector, and local stakeholders can drive more impactful, innovative, and sustainable clean energy initiatives aligned with national policies. Finally, robust monitoring and evaluation systems should be established to track the long-term impact of clean energy interventions, allowing for data-driven adjustments to enhance effectiveness and meet stakeholder expectations.

Summary on Nature Based Solutions and Resilience: Based on the findings in the MTR, and building on the catalytic work done, several strategic opportunities emerge for enhancing results on Nature Based Solutions and Resilience at national county levels. Kenya's diverse ecosystems and its policy environment present numerous opportunities to enhance resilience through nature-based solutions:

a. Scaling Up Ecosystem Restoration and Conservation Efforts
- **Restoration of Degraded Lands**: There is significant potential to scale up land restoration efforts, especially in arid and semi-arid regions (ASALs) and deforested areas. Initiatives focusing on reforestation, afforestation, and rehabilitation of grasslands can enhance carbon sequestration, improve soil fertility, and support biodiversity. Engaging local communities, non-governmental organizations (NGOs), and the private sector in restoration activities can strengthen implementation and ownership.
- **Community Forest Management**: Supporting community-based forest management (CFM) initiatives offers a pathway to sustainable forest conservation while empowering local populations. By promoting sustainable forest use practices, such as agroforestry, ecotourism, and forest-based enterprises, Kenya can enhance both biodiversity and community livelihoods.

Establishing payment for ecosystem services (PES) schemes can incentivize communities to engage in conservation efforts.

b. Promoting Climate-Smart Agriculture for Resilient Livelihoods

- **Enhancing Smallholder Farmer Support**: UNDP Kenya can capitalize on the opportunity to expand climate-smart agriculture by providing smallholder farmers with access to improved seeds, irrigation technologies, climate information services, and agricultural extension support. Integrating indigenous knowledge with modern climate-smart practices can further enhance agricultural resilience to climate variability.
- **Value Addition and Market Access**: Opportunities exist to promote value addition for agricultural products, such as processing, packaging, and marketing, which can increase farmers' income and reduce post-harvest losses. Supporting farmers to engage in value-added agribusinesses can create a resilient and diversified rural economy, while also promoting sustainable use of natural resources.

c. Investing in Water Resource Management and Infrastructure

- **Integrated Water Resource Management**: Expanding integrated water resource management (IWRM) initiatives is crucial for ensuring water security and mitigating the impacts of climate change. Opportunities exist to invest in water infrastructure, such as dams, water pans, and boreholes, to improve water storage and distribution. Moreover, implementing catchment-based management and wetland restoration can enhance water retention, reduce erosion, and support downstream communities.
- **Adopting Nature-Based Solutions for Urban Resilience**: As urbanization accelerates, adopting nature-based solutions in urban areas—such as green spaces, urban forestry, rainwater harvesting, and green infrastructure—can enhance urban resilience to climate impacts, including flooding and heat waves. Green urban planning offers an opportunity to promote sustainable cities while conserving biodiversity.

d. Leveraging Policy, Finance, and Partnerships

- **Accessing Climate Finance**: UNDP Kenya has an opportunity to mobilize climate finance through mechanisms such as the Green Climate Fund (GCF), Global Environment Facility (GEF), and Adaptation Fund to support nature-based solutions. By developing bankable projects focused on ecosystem restoration, climate-smart agriculture, and community resilience, Kenya can attract funding to scale up its Nature Based Solutions initiatives.
- **Strengthening Policy and Legal Frameworks**: To optimize the implementation of nature-based solutions, Kenya can further strengthen its policy and legal frameworks, such as land-use planning regulations, forestry policies, and water resource management laws. Enhancing policy coherence, enforcement, and monitoring will create an enabling environment for nature-based solutions to thrive.
- **Public-Private-Community Partnerships**: UNDP Kenya has opportunity to promote effective partnerships between the government, private sector, local communities, and NGOs can drive the success of nature-based solutions. The private sector can invest in sustainable practices, such as eco-friendly tourism, agroforestry, and renewable energy, while communities play a central role in managing natural resources sustainably. Establishing collaborative platforms for knowledge sharing and joint action can enhance the effectiveness and scale of Nature Based Solutions initiatives.

e. Promoting Green Jobs and Livelihood Diversification

- **Green Jobs Creation**: Nature-based solutions offer opportunities to create green jobs in sectors such as forestry, agriculture, water management, conservation, and renewable energy. By promoting green jobs, Kenya can support youth employment, reduce poverty, and drive inclusive economic growth while conserving the environment.
- **Ecotourism and Conservation Enterprises**: Kenya's rich biodiversity and natural landscapes provide an avenue to promote ecotourism as a source of sustainable income for local communities. Investing in eco-friendly tourism infrastructure and supporting conservation enterprises (such as wildlife sanctuaries, botanical gardens, and cultural heritage sites) can generate income while protecting natural ecosystems.

In summary, Kenya's focus on nature-based solutions presents a pathway for building climate resilience, enhancing biodiversity, and promoting sustainable livelihoods. The key opportunities lie in scaling up ecosystem restoration, promoting climate-smart agriculture, investing in water management, leveraging policy and finance, and fostering partnerships. By integrating nature-based solutions into national and county-level development planning, Kenya can build a more resilient, equitable, and environmentally sustainable future. UNDP Kenya, along with other partners, can play a vital role in supporting the government, communities, and the private sector to unlock the full potential of nature-based solutions for development and resilience.

5.4 UNDP Kenya Repositioning for Accelerated SDGs

Finding 15: UNDP Kenya need to refocus its CPD interventions in the remaining period (and beyond) to cover multidimensional challenges including youth unemployment, digitization and effective delivery of services, through a holistic, youth-centered approach that leaves no one behind.

Given the current country context, including Gen Z demands and needs, the findings of MTR in the three Outcome Areas of the CPD, UNDP Kenya has great opportunity to reposition itself to support the National and Country governments, CSOs, youth and women, PWDs and other marginalized groups to accelerate progress on SDGs and addressing socio-economic and environment/climate action development priorities. Overall, UNDP Kenya has made significant strides in promoting inclusive development, yet critical challenges remain. Achieving a more inclusive future requires deliberate actions that address poverty, inequality, climate change challenges, access to education, healthcare, and employment opportunities while ensuring the participation of marginalized groups in socio-economic activities. Policies should focus on equitable economic growth, robust social protection, gender equality, youth empowerment, climate action and sustainable resource management. By fostering inclusive growth, UNDP Kenya can help build a more resilient, equitable, and prosperous society for all the Kenyan citizens.

The following are strategic areas that UNDP Kenya should reposition itself to address for bigger and deeper impact, in the remaining next two years of the current CPD and beyond:

A: Opportunities in Good Governance in Kenya

Good governance is crucial for Kenya's socio-economic development, social justice, political stability and environmental conservation. Despite notable progress in recent years, challenges such as corruption, inefficiencies in public administration, weak accountability mechanisms, and limited public participation in governance persist. UNDP Kenya needs to continue strategically to strengthen good governance in Kenya, in particular for effective policy implementation, equitable resource distribution,

and fostering a conducive environment for sustainable and inclusive development. UNDP Kenya has opportunities in the following areas:

1. Enhancing Accountability and Transparency

- **Fight against Corruption**: Corruption remains a significant obstacle to good governance in Kenya, undermining public trust and the efficient use of resources. Although Kenya has established anti-corruption institutions, such as the Ethics and Anti-Corruption Commission (EACC) and the Office of the Auditor-General, enforcement and prosecution of high-profile cases have been inconsistent. Strengthening the rule of law, increasing the independence and capacity of anti-corruption agencies, and implementing stringent anti-corruption measures are essential steps. Publicizing asset declarations for public officials, enforcing penalties for graft, and protecting whistleblowers can further enhance transparency and deter corrupt practices.

- **Public Financial Management (PFM)**: Improving public financial management is key to enhancing transparency and accountability in government spending. Strengthening PFM frameworks includes promoting transparent budgeting processes, effective expenditure tracking, and regular auditing of public finances. The government should continue implementing the Integrated Financial Management Information System (IFMIS) to ensure that budget allocations align with priority areas and that resources are managed efficiently at both national and county levels.

- **Open Data and Information Access**: The establishment of Kenya's Open Data Initiative was a positive step toward promoting transparency and accountability in government operations. Ensuring that citizens have access to government data and information fosters informed public participation and oversight. Expanding open data initiatives, improving public access to information through the Access to Information Act, and enhancing digital platforms for reporting and feedback can increase transparency and build public trust.

- **Support Digitization and Digital transformation in national and county Governments**: **Digital Literacy and Infrastructure:** Invest in programs that improve digital literacy, access to technology, leveraging artificial intelligence, and the development of digital infrastructure, particularly in underserved areas. This is essential for harnessing the benefits of a growing digital economy.

- **Digital Governance**: Support the government's efforts to implement e-governance solutions that increase efficiency, transparency, and public access to services.

2. Strengthening Institutions and Rule of Law

- **Institutional Capacity Building**: Strengthening the capacity of governance institutions, such as the judiciary, police[98] and regulatory bodies, is essential for the effective implementation of laws and policies. Investing in the professional development of public officials, ensuring merit-based recruitment, reducing political interference in public institutions, and adhering to human rights principles will enhance their effectiveness and credibility. Enhanced training for law enforcement agencies on human rights and ethical conduct is crucial for upholding the rule of law.

- **Decentralization and Devolution**: Devolution, established under Kenya's 2010 Constitution, is a transformative governance framework aimed at enhancing local autonomy and service delivery. While devolution has brought government closer to the people, issues of capacity, resource allocation, and coordination between national and county governments have hampered

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[98] General findings of the Police Reforms Mission indicated the opportunities and risks involved in funding a programme. UNDP CO decided to support the Government in the police reform project as was by MoI.

its full potential. Strengthening the capacities of county governments, improving resource allocation through equitable share and conditional grants, and clarifying the functions and roles between national and county governments are vital for effective decentralized governance.

3. **Promoting Public Participation and Inclusive Decision-Making**

- **Citizen Engagement**: Good governance thrives on the active participation of citizens in the decision-making processes. Public participation in policy formulation, budgeting, and project implementation ensures that government actions reflect community priorities and needs. Strengthening citizen engagement can be achieved by creating inclusive platforms for consultation, enhancing civic education, and leveraging digital tools to facilitate public input and feedback. County governments should implement the Public Participation Act more rigorously to ensure local communities are involved in governance processes.

- **Empowering Marginalized Groups**: Inclusivity is a key tenet of good governance. Ensuring that women, youth, persons with disabilities, and ethnic minorities are adequately represented in decision-making processes is crucial for equitable development. Promoting affirmative action policies, enforcing gender quotas in political representation, and creating youth-friendly spaces for policy dialogue can help elevate the voices of marginalized groups in governance.

4. **Building a Culture of Integrity and Ethical Leadership**

- **Ethical Leadership and Public Service Values**: Fostering a culture of integrity and ethical leadership within public service is crucial for enhancing good governance. Public officials must adhere to codes of conduct, demonstrating accountability, transparency, and a commitment to serving the public interest. Capacity-building programs on ethics and integrity, along with accountability mechanisms, should be emphasized across all levels of public administration.

- **Civic Education and Public Awareness**: Strengthening good governance also depends on building an informed and active citizenry at national and across all the counties. Civic education initiatives should be promoted to enhance public awareness of citizens' rights, roles, and responsibilities in governance. Empowering citizens to hold their leaders accountable through knowledge of laws, policies, and procedures will reinforce democratic principles and responsive governance.

Kenya has made considerable strides toward achieving inclusive development over the past decades. This progress is reflected in economic growth, expanded access to education and healthcare, infrastructural improvements, and policy efforts aimed at reducing poverty and inequality. Despite these advancements, several challenges persist, including regional disparities, gender inequality, youth unemployment, and limited access to essential services for marginalized groups. Achieving truly inclusive development requires addressing these multidimensional challenges through a holistic, youth-centric approach that leaves no one behind.

B: Opportunities in Inclusive Economic Growth

In the last two years, Kenya's economic growth has been impressive, driven by sectors such as agriculture, services, and technology. UNDP Kenya has great opportunities to support the government and work with the private sector to ensure inclusive, especially targeting vulnerable and marginalized groups including women, youth, people living with disabilities. Some areas of opportunity include:

1) Economic Empowerment and Job Creation

- **Youth Employment:** Given the high levels of unemployment, particularly among the youth, support initiatives for vocational training, entrepreneurship, and digital skills development.

Programs tailored to the evolving digital and creative economy can create pathways for youth employment.

- **SME Development and Resilience:** Aid micro, small and medium-sized enterprises (MSMEs) by providing financial literacy programs, facilitating access to finance, and building capacity for business development to spur economic growth and job creation.

- **Job Creation and Employment**: Inclusive development hinges on creating quality jobs that can absorb the country's large and growing workforce in various productive sectors like construction[99], blue economy[100], green jobs, creative industry, and mining. The informal sector accounts for a significant portion of employment in Kenya, often characterized by low wages, job insecurity, and lack of social protection. Strengthening the formal job market, enhancing support for small and medium enterprises (SMEs), and promoting youth entrepreneurship are key strategies for fostering inclusive economic growth.

2) Poverty and Inequality

- **Addressing inequalities through area-based Initiatives**: Despite a decline in poverty rates, significant portions of the population, especially in rural areas and informal settlements, continue to live below the poverty line. Income inequality and disparities in wealth distribution hinder inclusive economic progress. Addressing poverty and inequality requires policies that promote equitable access to economic opportunities, social protection, and targeted poverty alleviation programs.

- **Rural and Urban Development**: Regional disparities, particularly between urban and rural areas, contribute to unequal access to economic opportunities and social services. Urban centers like Nairobi and Mombasa have experienced rapid growth and development, while many rural regions, especially in arid and semi-arid lands (ASALs), face high poverty rates and limited infrastructure. Bridging the urban-rural divide requires investments in rural infrastructure, agriculture, education, and healthcare, as well as the promotion of rural-urban linkages to create balanced regional development.

3) Targeting and addressing Marginalization and Vulnerable Groups

Inclusive development in Kenya must account for the needs and rights of vulnerable and marginalized groups, including women, youth, persons with disabilities, and ethnic minorities:

- **Gender Equality and Women's Empowerment**: Gender inequality continues to limit women's participation in economic, social, and political life. Women often face barriers to accessing education, formal employment, land ownership, and financial services. Inclusive development efforts must prioritize gender equality by implementing policies that promote women's empowerment, economic inclusion, and gender-responsive budgeting. Enhancing women's access to credit, markets, and capacity-building opportunities will strengthen their role in the economy and community leadership.

- **Youth Empowerment**: With approximately 75% of Kenya's population under the age of 35, youth are central to the country's development agenda. However, youth face high unemployment (39% of youth are unemployed), limited access to capital, and skills gaps. Addressing youth marginalization requires comprehensive strategies to improve education, vocational training, job creation, and entrepreneurship support. Empowering young people through skills development,

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[99] Letter from Principal Secretary Ministry of Environment, Climate Change and Forestry, 28th May 2024; and requesting for support for validation workshop to finalize a Cabinet brief on the "Promoting of Use of Sustainable Timber for Construction in Kenya", 15th August, 2024.
[100] Letter from the Principal Secretary Ministry of Mining, Blue Economy and Fisheries, 17th July 2024.

financial inclusion, and participation in decision-making processes is crucial for building an inclusive future.

- **Inclusivity for Persons with Disabilities**: Persons with disabilities often face exclusion from mainstream socio-economic activities due to barriers in access to education, healthcare, employment, and public services. Inclusive development policies must address these barriers by ensuring accessibility, reasonable accommodations, and targeted programs that support the socio-economic integration of persons with disabilities.

4. Social Protection and Safety Nets

Social protection programs are essential components of inclusive development, providing a safety net for vulnerable populations. Kenya has implemented several social protection initiatives, including cash transfer programs for orphans and vulnerable children (OVCs), older persons, and people with severe disabilities. Expanding and strengthening these social protection mechanisms can mitigate poverty, reduce inequality, and enhance resilience against economic shocks.

- **Expanding Social Safety Nets**: To enhance inclusivity, social safety nets should be broadened to cover informal sector workers, low-income households, and those at risk of falling into poverty due to health crises, natural disasters, or economic downturns. An integrated social protection system that includes health insurance, unemployment benefits, and pension schemes will provide comprehensive support to various vulnerable groups.

C: Opportunities in Nature Based Solutions and Resilience

Climate change and environmental degradation disproportionately affect the poor and marginalized, particularly those reliant on natural resources for their livelihoods. The MTR findings indicates the good catalytic work UNDP Kenya has supported in Kenya. More efforts are needed to promote sustainable resource management and climate resilience as an integral part to inclusive development and building resilience. Some areas of opportunity include:

1) Climate Resilience: Support Kenya's climate adaptation efforts, focusing on building resilience in vulnerable communities. This could include promoting nature-based solutions, climate-smart agriculture, and water resource management.

- **Policy and Strategy Support:** Providing technical assistance to the Kenyan government to integrate climate adaptation and resilience into national and county-level policies and development plans. This includes updating existing strategies and developing new frameworks to enhance climate action.
- **Community-Based Adaptation:** Supporting community-led initiatives to adapt to climate change impacts, especially in vulnerable regions. This could include enhancing agricultural practices, water management systems, and promoting sustainable livelihoods to build community resilience.
- **Capacity Building:** Strengthening the capacity of government institutions, civil society, and local communities to implement climate adaptation measures. This includes training on climate risk assessments, resource mobilization, and the use of technology for climate monitoring.
- **Ecosystem Restoration:** Focusing on restoring degraded ecosystems, such as forests, wetlands, and water catchment areas, to enhance natural resilience against climate impacts.

- **Financing Mechanisms:** Facilitating access to climate finance for adaptation projects, including developing innovative funding models and enhancing partnerships with various stakeholders for resource mobilization.
- **Data and Knowledge Sharing:** Promoting research, data collection, and sharing of knowledge on climate adaptation best practices. This includes strengthening climate information systems to support informed decision-making.

2) Renewable Energy: Assist in expanding access to affordable and clean energy, especially in rural areas. Facilitating investments in renewable energy sources like solar and wind can address both climate and energy access challenges. Expanding access to clean and affordable energy, particularly in rural and off-grid areas, is crucial for improving living standards and enabling economic activities. Renewable energy initiatives, such as solar power and mini-grids, offer solutions that support sustainable and inclusive development

3) Waste Management: Collaborate with local governments to develop and implement waste management programs, including the removal of plastics and debris in critical ecosystems like Lake Victoria, in line with your ongoing efforts.

4) Climate-Smart Agriculture: Promoting climate-smart agricultural practices enhances food security, increases income for smallholder farmers, and contributes to rural development. Inclusive policies that support small-scale farmers with access to finance, inputs, training, and market linkages are key to fostering resilient, equitable agricultural growth. This involves promoting drought-resistant crops, efficient irrigation methods, and sustainable land management.

5.5 Efficiency
Efficiency refers to how well a programme uses its resources to meet its objectives. The OECD DAC defines efficiency as a measure of how economically resources /inputs such us funds, expertise, time etc. are converted into results.[101]

The following findings are based on data presented/given by PCMU during the MTR, reviews of Annual Reports and respondents' views.

5.5.1 CPD Resources
UNDP CO needed an estimated $120,000,000 to successfully implement the CPD, comprising primarily non-core resources $110,500,000 and core resources of $9,500,000 over the four-year period. The evaluation found that the CPD is financed through partnerships with a mix of vertical funds, GCF, Core, Bilateral partnerships.

Finding 16: Overall, analysis of the resources mobilized, resources utilized, and the results achieved so far reveal that the programme translated resources into tangible results and offered value for money. However, during interviews with various stakeholders including donors, it came clear that one of the key issues raised was that UNDP CO seems to have had insufficient financial resources mobilization strategy to mobilize resources to fund the projects under the current CPD.

UNDP CO needed an estimated US $120,000,000 to successfully implement the CPD 2022-2026, comprising primarily non-core resources $110,500,000 and core resources of $9,500,000 over the four-year period. In the last two years, UNDP CO has been able to mobilize resources internally from various donors for specific relevant projects. The main donors include Embassy of Sweden, European Union, Embassy of Japan, Embassy of Germany, FCDO, Embassy of Ireland, Green Environmental Facility

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[101] OECD DAC. (2022). Glossary of Key Terms in Evaluation and Results-Based Management, Paris, OECD.

(GEF), Embassy of Italy and Embassy of Netherlands among others. By June 2024, about US $ 43, 332, 000 (36.11%) of the CPD required resources had been mobilized, reflecting a significant gap in both available resources for CPD implementation and a lack of resource mobilization strategy. By the end of the period under review, estimated resources utilized for CPD implementation was $35, 847,522 (29.8%) of the required resources. Overall, analysis of the resources mobilized, resources utilized, and the results achieved so far reveal that the programme translated resources into tangible results and offered value for money. However, during interviews with various stakeholders including donors, it came clear that one of the key issues raised was that UNDP CO seems to have had insufficient financial resources mobilization strategy to mobilize resources to fund the projects under the current CPD.

Finding 17: In the last two years, UNDP CO has been able to mobilize resources internally from various donors for specific relevant projects. However, one of the key issues raised by stakeholders is that CO seems to have insufficient financial resources (at once and in a sustained manner) to fund the projects in under the current CPD (Figure 5.11 below).

Figure 5.11: Challenges of resource mobilization

By mid-term, the estimate total resources available for the CPD period (1 July 2022- 30 June 2024) are $43,337,788 (*36.11% of the total CPD budget*) (Table 5.6 and Table 5.7.)

Table 5.6: Summary of Available Resources for CPD to June 2024

Source	2022	2023	2024	Total
Core/Regular Resources	2,054,588	1,524,266	2,554,064	**6,132,918**
Local Cost Sharing	17,944	13,556	-	31,500
Donor Cost Sharing	19,884,778	13,269,461	4,632,546	**37,786,785**
EU	5,546,661	2,541,699	666,365	**8,754,725**
Vertical Funds – GEF	2,910,914	1,132,812	4,094,539	**8,138,265**
Funding Window	1,132,957	138,518	133,082	**1,404,557**
Total	**31,547,842**	**18,620,311**	**12,080,596**	62,248,749*

* 2022 Estimate - 50% = 15,773,921

Table 5.7: Core Resource Flow from HQs to CO 2022-2024

Source	2022	2023	2024	Total
	Total Resources	Revenue + ASL	Revenue + ASL	Total
Core/Regular Resources	2,054,588	1,524,266	2,554,064	6,132,918

The main donors to the CPD includes: Embassy of Sweden, European Union, Embassy of Japan, Embassy of Germany, Embassy of Netherlands, Norwegian Embassy, GEF, UK Fund, and Qatar Fund for Development.

Table 5.8: Summary of Resources Available

Summary of Resources Available*				
Source	2022	2023	2024	Total
Core/Regular Resources	2,054,588	1,524,266	2,554,064	6,132,918
Locast sharing	17,944	13,556	-	31,500
Donor Cost sharing	19,884,778	13,269,461	4,632,546	37,786,785
EU	5,546,661	2,541,699	666,365	8,754,725
Vertical Funds –GEF	2,910,914	1,132,812	4,094,539	8,138,265
Funding window	1,132,957	138,518	133,082	1,404,557
Total Resources Available	31,547,842	18,620,311	2,080,596	62,248,749

*Note:

  2022 Estimate: 50% = Thus Total available = $15,773,921
  By June 30, 2024 Total available resource   = $46, 474,826 (38.73%)
Source: PMCU, 2024.

5.5.1 UNDP CO Senior Management – Staff Gap[102]
Finding 18: The leadership and management structure and approaches used by the UNDP Kenya is appropriate and result oriented, and generally contributes to effective implementation and results. However, there seems to be a gap between senior management and the rest of the CO staff in terms of having a common vision for the CPD and delivering results.

The leadership and management structure and approaches used by the UNDP CO is appropriate and results oriented, and generally contribute to effective implementation and results. However, there seems to be a gap between top management and the rest of the CO staff, where the later feel insecure and not empowered enough. Government stakeholders, CSO, and donors interviewed report that generally good and effective good leadership has been provided to the implementation of CPD 2021-2026. However, they pointed out potential gap between Top Management, Team Leaders Portfolio Analysts and lower level staff; where staff feel;

- Insecure (e.g. less than one-year contract; are afraid of victimization)
- Not getting enough support to deliver results
- Not being trusted / afraid of contradicting bosses
- Not empowered, tend to be afraid of trying things or being innovative.

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[102] According to OECD/DAC, staff issues are part of 'efficiency'

Interviews with UNDP CO staff from various Units confirmed this issue. Triangulation with external partners (donors in particular) raised the same concerns. External partners highlighted that while senior management have a clear vision where UNDP Kenya is going, there is gap in lower management and other staff as they appear not be fully empowered to make decisions.

This issue has to be discussed and consensus build on it by UNDP top management from the CO. On the issue of short contract to staff, there is nothing much that can be done because globally that is how UN agencies operate, and UNDP in particular – hire staff as per project duration and availability of resources.

Finding 19: UNDP Country Office tend to promote "Off - Budget" as opposed to "On-Budget" System of funding the government MDAs (state departments) for various projects/initiatives under the current country programme.

The Government, the State Departments (Treasury in particular) strongly feel that UNDP CO should use "On- Budget" system of funding as per PFM Act 2012 (for transparency and accountability). Meanwhile, UNDP CO feel that otherwise, and argue that because of corruption and inefficiencies of the government system, it is a challenge to channel the money through it. This is a very contentious issue that the two parties have to discussed it soberly and build a consensus over it, going forward.

Finding 20: UNDP Kenya project reports to donors and other stakeholders usually sent late, and are not of the quality needed and do not report outcomes

Discussion with operations and programme staff and donors indicate that UNDP CO Project reports faces some challenges including:

- Reports are usually submitted to the donors late (even 3-4 months late);
- Reports do not demonstrate results (not outcome and impact based) or not showing how people's lives or institutions culture have changed but based on a long list of activities implemented
- Poor quality of reports. Even after donors have given feedback on reports, no uptake to improve.
- Donors feel that this is one area that UNDP must improve on.

Questions were raised by some stakeholders, including donors, if the "right people" were hired to effectively implement the CPD. Discussion with a top management and staff point to the fact that accountability and trust is critical for effective delivery of CPD. The staff issues are critical and need to be discussed and addressed internally at CO level to make sure that both top management and the rest of the staff have common vision, understanding, and work toward the implementation of CPD. The critical issue is to build consensus on accountability and delivery of results, including effective reporting to donors and other stakeholders. Besides, regular training on MEL, RMB, and on report writing, and improving knowledge sharing platforms are needed.

5.6 Partnerships

Finding 19: There is evidence that UNDP CO partnership has resulted in achievement of results articulated in the current CPD (refer to Annual Reports 2022 and 2023). Over 60 strategic partners were involved in the country programme (Table 5.10). The partnership and trust enhanced cooperation, planning and delivery of results in the three Outcome areas of the CPD.

Table 5.9 shows the number of strategic partners by state and non-state actors. The CPD implementation had about 199 stakeholders. This strategy indicates how important it was for the achievement of results.

Table 5.9: Number of State and Non-State Actors Implementing CPD

Units/Outcomes	Number of State Actors (National)	Number of State Actors (County)	Number of Counties	Number of CSOs
Governance, Peace & Security	20	82	21	21
Sustainable, Inclusive, Green Growth	13	3	4	7
Environment and Resilience	7	7	3	9
Total	40	94	28	37

Interviews with stakeholders at national and country levels confirm that partners were strategically chosen and actively participated in implementation of the CPD. UNDP is described as a trusted partner and with resources to support national and county governments and CSO to address development challenges and institutional needs. The findings revealed that partners are motivated and ready to work with UNDP for effective implementation of CPD, going forward. The findings with development partners revealed that UNDP is trusted as a partners of choice by most donors

With the new topical issues identified above, UNDP country office has an opportunity to look for new and more strategic partnerships for effective and efficient results. Asked to comment of UNDP Kenya partnerships, 53.8% of the respondents while 15.4% indicated to a very large extent (Figure 12). However, 23 % indicated average, while 7.7% indicated to a mall extent.

Graph of % of Respondents Promotion of Partnerships

	To large extent	To medium (average) extent	To very large extent	To a small extent/minimal
%	53.8	23.1	15.4	7.7

% Respondents
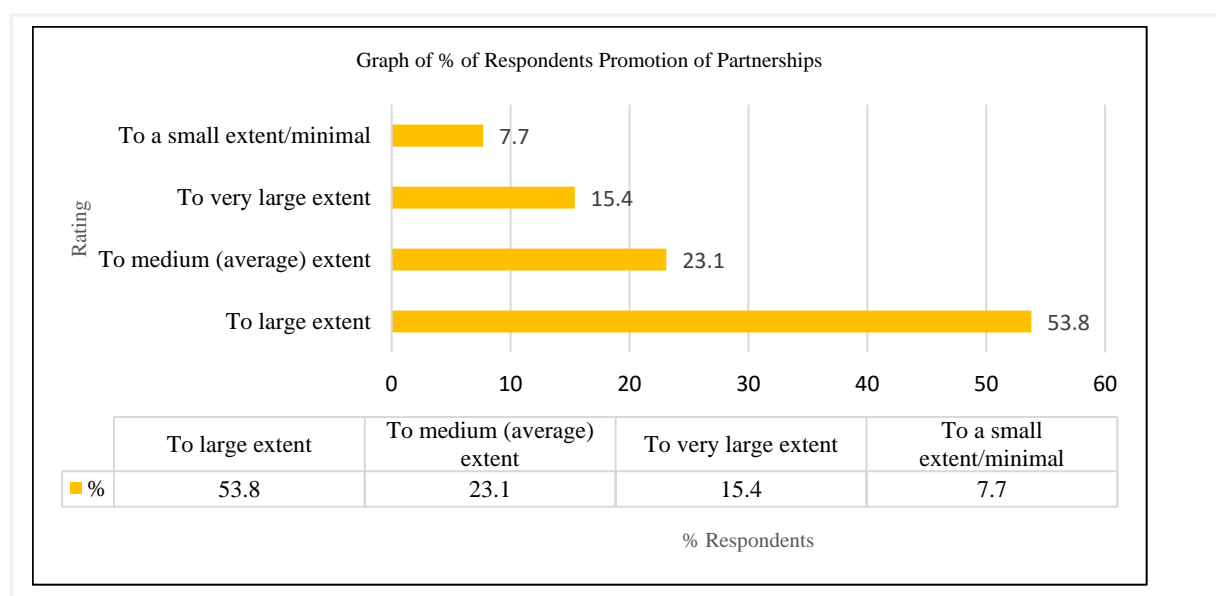
Figure 5.12: Stakeholders' rating on the extent country programme has promoted partnership

Overall, UNDP CO partnerships are in line with the objectives and priorities articulated in the CPD, and are strategic, and promote results. However, these findings call upon UNDP to focus on deepening and expanding its strategic partnerships, particularly by addressing the concerns of development partners. Strengthening collaboration with a wider range of stakeholders, especially in sectors where partnerships may be underdeveloped which has potential to enhance program effectiveness. Additionally, fostering more inclusive and sustainable partnerships with both traditional and non-traditional donors will be crucial for advancing UNDP's objectives and meeting stakeholder expectations more consistently.

The CO promoted strategic partnerships with other UND agencies (UN Women, UNCEF, and OHMC), relevant government MDA, CSO, academia (e.g. Kenyatta University), and the local media. Implementation of each Outcome, under the CPD, was done through partnerships/partners. Below is a list of the strategic partners:

Finding 20: According to FGDs and interviews conducted with various stakeholders, there is satisfaction with a UNDP as a trusted partner, with technical staff and knowledge to support Kenya's development priorities and needs.

The assessment indicates that partnerships are established around specific stakeholders with potential for mobilization of resources and support to delivery of results. However, UNDP CO does not have a robust communication strategy, thus it was a challenge to assess the frequency of communication within and among partners. Therefore, UNDP need to develop a cross pillar strategic approach to partnership for achieving the outputs in the CPD. Besides, the CO requires a system of tracking partnership contribution to long-term development impact and attributing such impacts to specific partnership as most of the interventions supported by UNDP are for a short period. UNDP partnership is not well documented and there is no indication of sharing information about partnership and their performance both internally and externally. Most importantly UNDP CO lacks a robust partnership team to help build stronger and sustainable partnerships.

5.7 Monitoring

Finding 21: UNDP Country Office has to continue strengthening MEL and reporting of results to various stakeholders, donors in particular

With the leadership of DRRP, UNDP CO Project Leads manage, monitor and provide leadership and oversight of the implementation of the CPD and its project. Generally, up to MTR, the management is reported by internal and external stakeholders to be effective. Effective and efficient inter-unit collaboration and silo programming seems to be a challenge. Generally, all projects have M&E mainstreamed and some of the staff who work under the project have some knowledge on M & E. However, the CO MEL system remains weak as most projects do not have M&E Officers. UNDP CO therefore needs a robust M&E system, with a team lead to advise, coordinate and train other staff on MEL. While the Portfolio Analysts may have M&E qualifications, their assignment is majorly at a quality control oversight and covers a wide range of projects at the portfolio level. They therefore may lack time to deepen their engagements in developing and operationalizing M&E plans, data collection and reporting.

The evaluation indicates that effective/efficient application of Result Based Management, Learning and Reporting is work in progress at the UNDP CO. With continued training of all the staff at the CO, could lead to effective M & E and learning, and wring of donor reports, and other knowledge products. Further, the focus on joint programming and Joint Programmes with other UN Agencies under UNSDCF is expected to create synergies, promote national ownership, and increase program sustainability.

The indicators articulated under each Outcome and Output in the CPD are generally SMART (because derived from the UNSDCF 2024-2026). The indicators and targets have been used in the assessment of the effectiveness of the CPD. Generally, they were realistic and measurable, as they were measured and reported in Results Oriented Annual Report (ROAR) and other reports.

5.8 Cross-Cutting Issues: Human Rights and GEWE

Finding 22: Mainstreaming of HR, GEWE and inclusion of women, youth, minority groups and the marginalized

Having been derived from UNSDCF 2022-2026, UNDP CO follows the principles of Leave No One Behind, Human Rights, Gender Equality and Women's Empowerment, Sustainability and Resilience, and Accountability. The design and implementation of the CPD was guided by these principles, putting emphasis on inclusion of ASAL regions, women, youth, people living with disabilities (PWDs, and those further left being in development.

Human Rights Mainstreaming: The Human Right Based Approach was utilized during the design and implementation of the CPD. Participatory approach and inclusion was also used in planning and implementation of the CPD. This was to make sure that the marginalized, underrepresented and excluded groups (such as women from ASALs, those living with disabilities, urban poor and youth) and other disadvantaged groups were included. However, the evaluator was unable to assess to what extent were priority issues of the marginalized, underrepresented and excluded groups (such as women from ASALs, those living with disabilities, urban poor and youth and other disadvantaged groups) integrated in the CPD at the design stage. In programming under this CPD, structural, proximate violence prevention against women and girls were prioritized, and their participation in peace building and elections boosted. The role of women in security and peace building in ASAL counties is a good example in this front. UNDP country programme promoted the use of human rights approach to service delivery at county level, working with CSO like URAIA Trust, to enhance budget absorption, functioning county budget and economic forums, County Governments' public finance management, and enhancing accountability and transparency in devolution through public participation.

Gender Mainstreaming and Women's empowerment: Under the current CPD, the country programme was implemented with gender mainstreaming and women's empowerment in mind, in line with the SDG targets. In all the three Outcomes of the CPD, deliberate efforts were made to reach women and to make sure they benefit from various projects. In line with this, the implementation of CPD projects ensured that the voices of women and men in project areas, including ASALs, were captures, and they benefited equally from various projects. Throughout the implementation of the CPD, women and youth beneficiaries were emphasized, planned for and evaluated/reported. For example, during the implementation of the CPD, under Governance pillar, women were targeted for support whilst women groups involved in peace building (e.g. Wajir Community Radio) were supported to utilize their agencies in fostering peace, security and social cohesion. Partnership with UNDP CO also steered programme design and implementation in the direction of gender equity, whilst women and youth representations in elections, service delivery and other development areas call for more deliberate and targeting work, going forward.

5.9 Impact:

Finding 23: The impact of UNDP Kenya's interventions is evident across multiple dimensions of the country's socio-economic development and aligns with key national priorities, such as the Big Four Agenda and Vision 2030.

Most of the UNDP Kenya work was catalytic, targeting capacity building of national and country governments, CSOs and communities. By addressing areas like governance, inclusive growth, climate resilience, and nature-based solutions, UNDP has contributed significantly to Kenya's progress toward achieving the Sustainable Development Goals (SDGs). Below are some examples of impact created.

1. Strengthening Governance, Peace, and Security

- **Enhanced Democratic Governance**: UNDP's support in governance reforms, particularly following the implementation of Kenya's 2010 Constitution, has contributed to stronger democratic institutions and practices. Programs that focus on capacity building within government institutions have enhanced policy formulation, budgeting, and service delivery at both national and county levels. By promoting transparency and accountability, UNDP Kenya has helped bolster public trust in government processes, fostering a more inclusive political environment.
- **Support for Devolution**: UNDP's work in strengthening devolution has had a transformative impact on local governance and service delivery. By providing technical assistance and capacity building to county governments, UNDP Kenya has enhanced their ability to plan, budget, and implement development projects tailored to local needs. This has contributed to improved access to essential services, particularly in areas such as health, water, and education, promoting equitable regional development.
- **Peacebuilding and Social Cohesion**: UNDP's peacebuilding initiatives have played a crucial role in enhancing social cohesion and reducing conflicts in various regions. By facilitating dialogue, promoting community-based peace mechanisms, and supporting conflict resolution efforts, UNDP has contributed to building resilient communities, particularly in conflict-prone and marginalized areas. This work has laid the groundwork for sustained peace, improved security, and the creation of a conducive environment for development activities.

2. Advancing Inclusive Growth and Livelihoods
- **Poverty Reduction and Economic Empowerment**: UNDP's inclusive growth programs have made some moderate impact on poverty reduction and economic empowerment, particularly among marginalized groups such as women, youth, and persons with disabilities. By supporting the development of micro, small and medium enterprises (SMEs) and facilitating formalization and capacity building some business have managed, and youth-led SMEs to participate in the African Continental Free Trade Area (AfCFTA). Besides, the country programme also laid foundation to promote youth and women capacities to innovation in existing and emerging markets across productive sectors for youth, women and micro, small and medium-sized enterprises (MSMEs) through initiatives like the Youth Enterprise Development Fund (YEDF) and Women Enterprise Fund (WEF).
- **Skills Development and Job Creation**: Although in a small scale, the country programme has contributed to addressing the skills gap and unemployment through capacity building / training programs that enhance skills, digital literacy, and entrepreneurship. By promoting skills, aligned with market needs, UNDP CO has improved the employability of the targeted young people, supporting them to enter the workforce and participate in Kenya's economic growth. These efforts have resulted in increased youth engagement in productive activities, fostering a more inclusive economy.

3. Climate Resilience and Nature-Based Solutions
- **Ecosystem Restoration and Conservation**: Through its support for nature-based solutions, UNDP has made a positive impact on ecosystem restoration, biodiversity conservation, and sustainable land management. Programs focused on afforestation, reforestation, wetland restoration, and community-led conservation have contributed to restoring degraded lands, enhancing water catchments, and preserving biodiversity in targeted communities. These efforts have provided co-benefits, including improved livelihoods, increased carbon sequestration, and strengthened community stewardship of natural resources.
- **Access to Climate Finance**: UNDP has played a pivotal role in mobilizing climate finance to support Kenya's climate action initiatives. By facilitating access to funding mechanisms such as the

Green Climate Fund (GCF) and Global Environment Facility (GEF), UNDP has enabled the implementation of large-scale projects aimed at enhancing climate resilience, promoting renewable energy, and supporting sustainable agriculture. This financial support has significantly expanded Kenya's capacity to implement climate adaptation and mitigation measures.

- **Promotion of Climate-Smart Agriculture**: UNDP's interventions in climate-smart agriculture have had a considerable impact on improving agricultural productivity, food security, and resilience among smallholder farmers in targeted communities. By providing training, inputs, and access to climate information services, UNDP has enabled farmers to adopt sustainable practices such as agroforestry, soil conservation, and water-efficient irrigation. This has not only enhanced agricultural yields but also contributed to building the resilience of rural communities to climate change impacts.

4. Strengthening Inclusivity

- **Promoting Gender Equality and Women's Empowerment**: UNDP has been instrumental in promoting gender equality and women's empowerment in Kenya. By advocating for gender-responsive policies, supporting women's economic participation, and enhancing access to financial resources and training for women entrepreneurs, UNDP has contributed to narrowing gender disparities and increasing women's agency in decision-making processes. This impact extends to various sectors, including agriculture, business, and local governance.

5. Enhancing Data Systems and Evidence-Based Planning

- **Strengthening Data and Monitoring Systems**: UNDP's support in strengthening data collection, analysis, and management for has led to improved monitoring and evaluation of SDGs at national and county levels. By providing technical assistance in the use of data for planning and policy-making, UNDP Kenya has enabled the Kenyan government to better track progress toward national priorities and the Sustainable Development Goals (SDGs). This data-driven approach has informed decision-making and resource allocation, enhancing the effectiveness of development interventions.

5.10 Sustainability

Sustainability is defined as "the continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits."[103]

Finding 24: Sustainability of the results achieved through the CPD implementation will remain a key milestone to achieving the CPD 2022-2026 long term objectives.

The sustainability of results is central to ensuring that the positive outcomes and impacts of UNDP Kenya's interventions continue to benefit the country and its people in the long term. For development initiatives to be sustainable, they must be effectively institutionalized, locally owned, and supported by strong policies, capacity building, financial mechanisms, and community engagement. Sustainability of the results achieved through the CPD implementation will remain a key milestone to achieving the CPD 2022-2026 long term objectives. At the national and county levels, sustainability of the UNDP Country Programme results rely heavily on national government budget allocation and long-term partnerships with development partners. By ensuring that key initiatives—such as access to justice, digital transformation, and climate resilience—are included in the national budget, the government will provide continuous financial support for their implementation. Long-term partnerships with

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[103] OECD DAC. (2022). Glossary of Key Terms in Evaluation and Results-Based Management, Paris, OECD.

development partners will help bridge funding gaps, offering technical expertise and resources. At the county level, sustainability will be achieved by integrating these initiatives into local development plans, ensuring that county governments allocate budgets and maintain partnerships to support inclusive growth, climate adaptation, and social cohesion.

Based on the findings from the UNDP report, the sustainability of various interventions can be assessed across different sectors.

1. Institutional Capacity and Policy Frameworks
- **Institutional Strengthening**: UNDP's efforts in building the capacities of national and county institutions have laid a solid foundation for the long-term sustainability of governance and service delivery initiatives. By providing technical assistance and capacity-building programs, UNDP has enhanced the skills of government officials, improved policy formulation processes, and strengthened the implementation of national development strategies. These efforts have empowered government institutions to continue driving reforms, enforcing laws, and implementing programs effectively.
- **Policy and Legislative Support**: The development and adoption of policy frameworks, such as the National Climate Change Action Plan (NCCAP), Climate Change Act (2016), and gender-responsive policies, contribute to the sustainability of UNDP's interventions. By supporting the integration of climate resilience, gender equality, social protection, and inclusive growth principles into national and county-level policies, UNDP Kenya has helped institutionalize these issues, making them part of the government's long-term development agenda.

2. Local Ownership and Community Engagement
- **Community Involvement in Projects**: UNDP Kenya has emphasized community participation in the design, implementation, and monitoring of its programs, particularly in areas such as ecosystem restoration, climate-smart agriculture, and peace building. This community-led approach has fostered local ownership, increased awareness, and enhanced the capacity of communities to manage natural resources, address conflicts, and sustain their livelihoods. The report likely indicates that such community engagement is crucial for ensuring the continued success of interventions beyond the project's lifespan.
- **Strengthening County Governance**: UNDP Kenya support for devolution and capacity building at the county level has enhanced local governance structures, enabling them to take ownership of development initiatives. Targeted Counties are now better equipped to plan, budget, and implement projects that address local needs, which is essential for the long-term sustainability of results. The enhanced capacity of county governments to engage citizens in decision-making processes also ensures that development priorities are responsive to community needs.

3. Capacity Building and Knowledge Transfer
- **Skills Development**: One of the key factors contributing to sustainability is the emphasis on capacity building and skills development. UNDP Kenya's initiatives in skills development, budgeting, digital literacy, and entrepreneurial skills have empowered individuals and institutions to continue implementing best practices in targeted counties. The transfer of knowledge and skills ensures that beneficiaries can independently sustain the positive outcomes of interventions and adapt to changing circumstances.
- **Institutional Learning and Knowledge Sharing**: UNDP Kenya has supported the creation of knowledge-sharing platforms and networks that allow institutions, communities, and stakeholders to exchange experiences and best practices. By fostering continuous learning and collaboration, UNDP Kenya has helped build a culture of innovation and resilience that supports the ongoing sustainability of its programs.

5. Environmental Sustainability
- **Nature-Based Solutions and Ecosystem Management**: The adoption of nature-based solutions, such as reforestation, sustainable land management, and integrated water resource management,

has laid a foundation for the ecological sustainability of interventions. By promoting community-led conservation and sustainable use of natural resources, UNDP Kenya has empowered communities to become stewards of their environment. This local ownership is essential for the continued protection and restoration of ecosystems.

- Resilience and Clean Energy Technologies: The promotion of climate resilience and clean energy in ASAL regions will be sustained by integrating these initiatives into national and county development plans, supported by ongoing investment in renewable energy infrastructure. Strengthening community-led initiatives, enhancing public-private partnerships, and scaling up clean energy projects will help meet Kenya's climate targets. To secure lasting impact, policy alignment with global climate goals, long-term financing mechanisms, and community ownership of these initiatives will be key to building a resilient and sustainable future.

In summary, the sustainability of results achieved through UNDP Kenya's interventions is anchored in **capacity building, community ownership, policy support, and financial mechanisms**. By empowering institutions and communities, promoting environmentally sustainable practices, and strengthening policy frameworks, UNDP has laid a solid foundation for the long-term continuation of positive outcomes. However, maintaining sustainability will require ongoing efforts to enhance capacities, secure funding, and address systemic challenges. Looking ahead, UNDP Kenya's continued focus on building resilient institutions, promoting inclusive and sustainable livelihoods, and fostering partnerships will be crucial in consolidating the gains made and ensuring that the benefits of development interventions endure.

6.0 Conclusions

Overall, and to varying degrees, CPD have laid a good foundation and made people in Kenya at risk of being left behind, inhabit an inclusive, enabling, socially cohesive, and peaceful society (contributing to SDGs 5, 10, 11, 16 and 17); derive benefit from inclusive, and environmentally/climate-sensitive quality livelihoods with decent work in the sector economies, and realize growth that is resilient, green, and equitable (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14); and have access to and derive benefit from sustainably managed ecosystems for nature-based solutions in a green transition (contributing to SDGs 5, 6, 7, 8, 9, 11, 12, 13, 14, and 15). The CPD, is therefore, align with national priorities, consistency with beneficiary needs; contributing towards achievement of SDGs. However, based on the current Country context, including young people (Gen Z) demands and needs, UNDP Kenya needs to refocus its country programme in next two years and invest strategically in youth empowerment; focusing on creation of job opportunities, including green jobs and resilience of MSEs, and effective service delivery at country for sustainable development. Kenya's development context underscores the importance of a **multifaceted approach** that tackles unemployment, inequality, climate change, and governance simultaneously. While the country has made progress in various areas, the persistent challenges require **targeted, inclusive, and innovative interventions** that involve all sectors of society. By focusing on youth employment, addressing inequalities, enhancing climate resilience, strengthening governance, promoting digital transformation, and improving monitoring systems, Kenya can move closer to achieving its Vision 2030 and the Sustainable Development Goals.

Conclusion 1: Relevance: The CPD 2022-2026 is highly relevant and was based on previous cycle and learning. The three pillars; Governance, Peace and Social Cohesion, Sustainable, Inclusive, Green Growth, and Nature Based Solutions and Resilience; reflect national priorities and government needs, and is aligned to the UNSDCF 2022-2026, informed by the 2030 Agenda for Sustainable Development, and guided by the UNDP Strategic Plan 2022-2025. The country programme interventions that target and put emphasis on capacity building and adherence to the principles of Human Rights, GEWE, Sustainability, Resilience and LNOB is appreciated by government and non-state actors at national and county levels. Relevance could be enhanced in the next two years by focusing more on the already identified priorities that include digitalization/digital transformation, youth unemployment and climate resilience. Climate financing and carbon marketing, Police reforms and combating corruption at national and county levels. *Findings 1, 2, 3.*

Corruption and weak governance continue to undermine Kenya's socio-economic development and efforts to achieve the SDGs. To address these challenges, there is a need for comprehensive reforms focused on enhancing transparency, strengthening institutions, promoting public participation, and ensuring accountability in public financial management. The success of these interventions will be critical for Kenya's development trajectory and its vision for an inclusive, sustainable, and equitable future

Conclusion 2: Effectiveness: The UNDP Kenya Country programme has achieved, albeit to a varying degree, all of its envisaged outputs, and made contribution to all the planned outcomes articulated in the CPD. Overall, the country programme has laid a good foundation and highlighted achievements, gaps and lessons learned and areas of work, going forward. In the last two years, CPD has produced positive results in promoting democratic system and space, inclusive and resilient growth, and sustainable management of natural resources at national and devolved levels. Capacities have been strengthened in various relevant MDA, targeted counties and among CSO partners to enhance policy making, budgeting and delivery of services among others. The evaluation have identified 'low hanging fruits' and opportunities that UNDP could work with national and county governments, the private sector and CSOs to accelerate economic growth, invest in youth and increase employment opportunities

to youth-led MSMEs, address inequalities by regions and gender, and address poverty and built resilience. *Findings 4 – 15.*

The new operation context and the current country-wide agitations, especially by young people (Gen Z), demanding for decent jobs, effective delivery of public services, good governance, accountability, addressing inequality (regions, gender, socio-economic status), addressing effects of climate change, and combating corruption at national and county levels, and promoting peace and security, among the national concerns and priorities. With such context is an indication that UNDP CO future programming and projects have to be re-engineered, innovative and making them youth-centric (young women and men friendly), and make interventions significantly improve lives rather than just merely result in marginal changes. There has to be a radical shift and integration/area-based thinking and programming as UNP CO go forwards into the next 2 years and the next CPD. UNDP Co, therefore, has unique window of opportunity for re-positioning itself and becoming more strategic, innovative and area-based in supporting national and young women and men priorities. Digitization/Digital transformation, creation of green job opportunities, climate financing and carbon marketing effective delivery of services at national and country levels, and supporting government to combat corruption in Kenya are some of the areas UNDP CO should continue focusing on beyond the current CPD.

Addressing youth employment in Kenya is both an urgent challenge and a promising opportunity. Kenya's youthful population, combined with its growing culture of innovation, can be a powerful engine for economic transformation. By investing in skills development, supporting youth entrepreneurship, promoting green and digital economies, and harnessing the creative sector, Kenya can unlock the potential of its young people. A coordinated effort involving the government, private sector, development partners, and CSOs and county governments is required.

Conclusion 3: Effectiveness: Addressing youth employment in Kenya is both an urgent challenge and a promising opportunity. Kenya's youthful population, combined with its growing culture of innovation, can be a powerful engine for economic transformation. By investing in skills development, supporting youth entrepreneurship, promoting green and digital economies, and harnessing the creative sector, Kenya can unlock the potential of its young people. A coordinated effort involving the government, private sector, development partners, and communities will be key to driving youth employment and fostering a more inclusive, sustainable future. To capitalize on the potential of youth employment and innovation. This will depend how resources are mobilized, especially from non-traditional donors. *Findings 7, 15* Kenya must take a holistic and strategic approach:

- **Expanding Access to Skills Development**: Scaling up technical, vocational, and digital skills training is key to equipping young people for the job market. Public-private partnerships can facilitate the establishment of TVET centers, digital literacy programs, and coding boot camps that align with industry needs. Furthermore, integrating soft skills, entrepreneurship training, and career guidance into educational programs can enhance youth employability.
- **Supporting Youth Entrepreneurship and SMEs**: Providing financial support, business development services, and mentorship is crucial for nurturing youth-led enterprises. Encouraging venture capital and impact investing in youth-led start-ups can also stimulate innovation and job creation.
- **Promoting Green Jobs and Sustainable Practices**: The green economy presents new job opportunities for youth in areas such as renewable energy, waste management, sustainable agriculture, and conservation. By investing in green technologies and promoting sustainable practices, Kenya can create a pipeline of "green jobs" that benefit both the economy and the

environment. For example, initiatives like afforestation, clean energy production, and eco-friendly manufacturing can employ and empower young people.

- **Harnessing the Creative Economy**: Recognizing the economic potential of the creative sectors, the government and private sector can support youth in the arts, music, film, and fashion industries..
- **Leveraging Technology for Inclusive Growth**: Technology is a critical enabler for youth employment and innovation. Expanding digital infrastructure, promoting digital literacy, and supporting tech hubs and incubators will empower young entrepreneurs to create and access jobs. Additionally, digital platforms can connect young workers with gig economy opportunities, expanding their employment prospects. *Findings 7, 15.*

Conclusion 5: Efficiency: UNDP CO need to strengthen its resource mobilization and funding of local CSO /women right groups/institutions and communication strategies. With Kenya's reclassification to lower middle-income status and the uncertainty of global fiscal environment and dwindling development resources, UNDP CO needs to be strategic and innovative in its resource mobilization. Besides, there is need also to prove that UNDP CO is 'the organization of choice' in terms of supporting the government to address priorities in governance, poverty alleviation, environment and resilience. Towards the next cycle of CO programme, there is need to pursue sustainable funding modalities and marketing of contribution of UNDP, including reaching out to non-traditional donors like private sector funders, and competing for relevant global funding frameworks. *Findings 16- 19.*

In a nutshell, the MTR conclude that in view of the dynamic nature of development challenges and opportunities in Kenya, UNDP CO has to refocus its offer to support Kenya's development priorities and effectively address emerging opportunities. This will be to ensure the reviewed focus contribute to continues to be relevant, effective and maximize impact. Kenya faces systematic socio-economic, environment and resilience challenges that requires innovations and integrated and area-based approaches to address. Currently, the demographics of present youth is very different, therefore, UN agencies in Kenya, have to support the national and county government to create an enabling environment for employment and employability, as evidenced by the following 'voices' of some stakeholders:

> *"We have critical development challenges and gaps; but we also have important opportunities that can make out country turn-round in development and SDGs. How can UNDP CO work with the public, and youth in particular, to fight corruption, demand accountability, and good public services in time …." (Key informant, Development Expert, August, 2024).*

> *"Going forward, in the next two years, UNDP country office has to be strategic, pick only one or two development areas, and go deeper into it, supporting and working on it with the citizens, for bigger impact, creating enabling environment empowering all, especially those further left behind…" (Key informant, CSO, August 2024)*

> *"If we do not address the Gen Z now, we will lose them over time. And problems will continue including corruption, wastage of public resources, bad governance etc.…. This is a ticking time boom. Instead of reaping demographic dividend, we will reap chaos and limited FDI in the near future. UNDP and other development partners have to work with the Government to return our country to a positive development trajectory: (Kenya informant, Governance Specialist, August, 2024).*

Conclusion 6: UNDP CO faces the challenge of effective knowledge management and preparing quality reports to stakeholders including donors. Packaging, reporting and disseminating CPD results is a challenge. These areas could be enhanced through continuous training on MEL, RBM, and writing of reports. UN CO should jointly build consensus with donors on a reporting template that have less activity focused and more result based especially in the overall progress reports. Finding 20 – 2021.

7. Recommendations

The Evaluator offers the following recommendations[104], drawn from the MTR conclusion and driven from the findings, are offered to UNDP, and other relevant partner like the donors and implementing partners, to consider as it focus on the next two years of the CPD. The recommendations are drawn from the recommendations/ideas given by various stakeholders during the MTR and focus on the next two years. The current CPD remains relevant, however, the current country context and demands of young people and citizenry at large for the national and country governments to create employment opportunities for young people, reduce inequality across the country, promote good governance and observation of human rights, combat corruption, promote effective of delivery public services, and promote environmental conservation and address climate change and build resilience of communities across the country.

UNDP CO support to national and country governments, public institutions and CSO will be more relevant and practical if the country programme is more strategic, innovative and youth-centric to improve accountability, jobs for young people and women in MSEs, and increased revenue collections in targeted counties. An integrated and multisectoral approach is the way to go, instead of spreading too thin on many short-term projects and counties of spread. Based on Gen Z demands and needs, the first point of investment for UNDP CO is youth.

Recommendation 1: Invest in youth, focusing on skills training, job creation and resilience in youth-led Small, Micro and Medium Enterprises (SMMEs) by working with selected counties, the private sector and CSOs. *Findings 9-15, Conclusions 1, 3.*
UNDP CO should respond by deliberately and strategically working with the national and selected country governments, the private sector, CSOs and other partners to invest in youth skills training and job creation in SMMEs for faster growth and resilience. This should be a pilot project and area-based initiative, that would be scaled-up based on lessons learned. Some of the areas of investment should include: Investment in selected productive sectors like Digital Transformation, Creative Industry, Smart Agriculture, and Tourism etc.; and making MSMEs build resilience and sustainability through an integrated and demand-driven approach to skills development. Cooperating effectively with the private sector and TVET institutions to promote skills training and employment creation is critical and a priority. Some area of investment includes:

- A digitization and digital transformation: The primary goal is to leverage digital technologies to create green employment opportunities for youth while promoting environmental sustainability and resilience. This involves training youth in digital skills and digital financial inclusion applicable to green sectors, supporting green start-ups, and fostering innovative solutions that address climate change and environmental challenges.

- Climate smart agriculture: is an integrated approach to achievement of food security in face of climate change in Kenya. Working with selected communities in targeted counties, famers are empowered and trained to adapt climate-smart agriculture to include farm-based sustainable land use management practices such as conservation tillage, agroforestry, residue management, and use of indigenous knowledge systems (IKS) and climate smart technologies such as early warning systems and seeds/crops insurance.

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[104] Thematic -CPD level is included in the Executive Summary Table

- UNDP Kenya should partner with the National Government and private sector to initiate and launch a national competition to encourage innovative youth projects with a focus on scalability and sustainability. This competition would invite youth-led initiatives in areas such as digital innovation, green energy, agriculture, and social entrepreneurship, providing a platform for creative solutions to local challenges. Winning projects would receive seed funding, mentorship, and technical support to pilot their ideas. Once tested, successful projects could be scaled up through partnerships with government agencies, private sector investors, and development partners, ensuring that impactful youth-driven innovations contribute to national development priorities and economic growth.

- A digital financial inclusion strategy be developed specifically targeting youth, to enhance their access to financial services and opportunities for economic empowerment. This strategy should focus on promoting mobile banking platforms, digital wallets, and other fintech solutions that cater to young entrepreneurs and job seekers. In parallel, digital financial literacy programs should be rolled out to equip youth with the skills to manage finances, access credit, and engage in online business and investments. Partnerships between government, financial institutions, and fintech companies can drive innovation, while policies that support affordable and secure access to digital financial services will help young people build financial independence and contribute to broader economic growth.

- UNDP Kenya should support the National and county governments to adopt innovative digital solutions, inspired by global best practices, to create an enabling business and investment environment. Digitizing regulatory processes such as business registration, licensing, and compliance can significantly reduce delays and lower the cost of doing business. Tax administration systems should be modernized through digital platforms that allow for real-time tax filing, payment, and monitoring, making the process more transparent and efficient. Lessons from countries that have successfully implemented e-government solutions, such as Estonia and Singapore, can be adapted to Kenya's context. Additionally, leveraging block chain technology and artificial intelligence in tax administration can enhance security, reduce fraud, and increase compliance, ultimately fostering a more attractive business environment for investors and entrepreneurs.

- Other recommended areas include: Creative industry, Tourism value chain, Circular economy, and professionalization of artisans in areas such as masonry, plumbing, electrical installation, carpentry, and roofing (with the use of appropriate technology) which is related to the Government's housing agenda (MTP IV, 2024).

Recommendation 2: Continue strategically strengthening Good Governance, enhancing the capacity of national and country governments and communities to participate in good governance efforts and demand good service delivery. Findings 4-8, *Conclusions 2.*

Given the current country context, including Gen Z demands, aspirations and needs, UNDP Kenya has great opportunity to reposition itself to support the National and Country governments, CSOs, youth and women, PWDs and other marginalized groups to accelerate progress on SDGs and addressing socio-economic and environment/climate action development priorities. Achieving a more inclusive future requires deliberate actions that address poverty, inequality, access to education, healthcare, and employment opportunities while ensuring the participation of marginalized groups in socio-economic activities. UNDP Kenya should support efforts for fostering inclusive growth, Kenya can build a more resilient, equitable, and prosperous society for all its citizens.

- **Good Governance**: Strengthening good governance and effective participation of the citizenry, including youth, women, PWD and minority groups, is essential for effective policy implementation, equitable resource distribution, and fostering a conducive environment for sustainable and inclusive development. Priority areas include: supporting the government to combat corruption in Kenya; digitation and digital transformation in national and country governments; effective service delivery at national and country levels,

- **Citizen Engagement**: Good governance thrives on the active participation of citizens in the decision-making processes. Public participation in policy formulation, budgeting, and project implementation ensures that government actions reflect community priorities and needs. Strengthening citizen engagement can be achieved by creating inclusive platforms for consultation, enhancing civic education, and leveraging digital tools to facilitate public input and feedback. County governments should implement the Public Participation Act more rigorously to ensure local communities are involved in governance processes.

- **Policy and Strategy Support:** Providing technical assistance to the Kenyan government to integrate climate adaptation and resilience into national and county-level policies and development plans. This includes updating existing strategies and developing new frameworks to enhance climate action. And

- **Community-Based Adaptation:** Supporting community-led initiatives to adapt to climate change impacts, especially in vulnerable regions. This could include enhancing agricultural practices, water management systems, and promoting sustainable livelihoods to build community resilience.

- **Ecosystem restoration and Green Construction**: Green construction is essential for promoting sustainable development while minimizing environmental damage. A key strategy is using eco-friendly materials like recycled steel, bamboo, and low-carbon concrete to reduce the environmental footprint of construction projects. By selecting locally sourced materials, the construction industry can lower transportation emissions and support local economies, contributing to more sustainable practices.

Recommendation 3: Based on the current country context and demands of youth, the theory of change and programme plan need to be revived to improve CPD relevance to the current context, and close monitoring of UNDP Kenya contribution to youth empowerment, and resilience for sustainable development. *Findings 1-2, Conclusions 3-5.*

- To improve CPD relevance (fit-for purpose to the current context), UNDP CO should organize s workshop with technical people from government and non-state actors for greater harmonization and building consensus on the country programme focus for the next two years.
- Tighten the ToC narrative based on the current context, and review assumptions, risks, and plan for more integrated results (which can be addressed in the next two years), and effectively communicate this to government and other partners. Avoid being too ambitious.
- UNDP country office should focus on strengthening it monitoring system for effective data management and reporting.

Recommendation 4: Improve the UNDP Country Office (CO) Monitoring, Evaluation and Learning (MEL) with (a) a revised Theory of change (TOC) for the CPD**. (b) UNDP CO needs to explore how to effectively draw upon specific area-based experience and lessons, and how to effectively report results to various stakeholders including donors.** *Findings 20-21, Conclusions 2,*

- Have M & E officer in each project, and a senior MEL at PMSU to coordinate and supervise them.
- Improve information sharing and learning: There is need to enhance information sharing about partnerships, their functions, successes and challenges.

- Increase reporting on CPD outputs across the pillars. Donors should be strategically informed of the CPD results and the changes it is making om people lives and institutional culture.
- All UNDP CO staff should commit and be trained on research, monitoring and production of knowledge products, including production of result-based reports.
- All UNDP CO staff should understand donor-requirement and templates on reporting of project results to avoid sending poor quality reports.

Recommendation 5: UNDP CO need to revamp resource mobilization strategy by targeting non-traditional donors and show-casing the impact it has created in supporting national and country government in address specific issues including poverty, job creation, environmental conservation and resilience, and governance. *Findings 15-16, Conclusion 5.*

- CO needs to enhance the visibility of its work and contribution the CO has made in supporting development priorities (show results/evidence).
- There is need for UNDP CO to reach-out to non-traditional donors like the private sector including bond funding;
- UNDP need to support the Government (Treasury, MDAs and targeted Counties) to integrate GRB (planning, policy reform and financing) which will optimize the development outcomes.
- Applying for international/regional call for proposals on climate change action and gender mainstreaming in sector work (e.g. Climate change adaptation, mitigation and management fund; WEE funding through private sector).

Recommendation 6: UNDP CO should call around table dialogue with donors to assure them on the CO commitment to supporting Kenya priorities, and also discuss modalities of enhancing joint project visits. *Findings 15, Conclusion 5.*

- Have open discussions on challenges, gaps and opportunities the CO is facing
- Build consensus on the topical issue of reporting
- Briefing donors on priority focus and resource needs for the next 2 years.

Recommendation 7: National Elections in Kenya will be in August 2027. By now UNDP should have put in place a support framework for a free, fair and credible election 2027 in Kenya. *Finding 7, Conclusion 1.*

- UNDP CO should be pro-active, prompt and dialogue with Government to request for support for 2027 elections.
- UNDP CO should lead UN Agencies in resource mobilization for 2027 election in Kenya.
- UNDP should dialogue/build consensus with IEBC and Office of Political Parties, and CSO on the support needed for presenting and managing free, fair and credible election in 2027**.**

Recommendation 8: There is need for UNDP CO senior management to discuss with staff, collectively and individually, issues of staff support, accountability to CPD results, and training. Any new staff who joint UNDP should undergo RBM and MEL training. *Finding 18, Conclusion 5.*

Recommendation 9: UNDP CO should develop an exit strategy linked to the projects to be implemented under CPD in the remaining two years.

There is discussion among UNCT in Kenya to extend the period of UNSDCF 2022-2026 up to for one year or up to 2030. Once a decision is reached, the CPD should also be extended to the same period of the CF. UNDP should develop an exit strategy to the CPD projects agreed upon to be implemented under the extended CPD**.**

8.0 Lessons Learned

The **UNDP Kenya report** provides valuable insights into the successes, challenges, and areas for improvement in the implementation of various development programs. These lessons learned are crucial for informing future strategies, enhancing program effectiveness, and ensuring sustainable impact. The key lessons from the MTR process and can be categorized into the following area: governance, inclusive growth, climate resilience, and partnerships.

Lesson 1: Governance and Institutional Strengthening

- *The importance of capacity building for effective decentralization:* One of the key lessons is that effective decentralization under Kenya's devolution framework requires sustained capacity building for county governments. While devolution has improved local service delivery and citizen engagement, the capacity gaps in planning, budgeting, and policy implementation at the county level have often hindered the full potential of these efforts. The lesson here is that continuous training and technical support are essential for empowering local governments to deliver development outcomes and manage resources efficiently.

- *Integrating public participation in Governance:* The MTR reports underscores that public participation is vital for creating policies and programs that address the needs of communities. Engagement with citizens, particularly marginalized groups, enhances the inclusivity, relevance, and effectiveness of governance interventions. The lesson is that creating platforms for inclusive dialogue, strengthening civic education, and leveraging digital tools for feedback can significantly improve transparency and accountability in governance processes.

- *Combating corruption requires Multi-Pronged Approaches:* Addressing corruption and promoting accountability at national and country levels in Kenya requires not just institutional reforms but also a cultural shift that emphasizes integrity and ethical leadership. The lesson learned is that anti-corruption efforts must include strengthening institutions, enforcing laws, and promoting a public ethos that rejects corruption. Community engagement, awareness campaigns, and the protection of whistleblowers are critical components of a comprehensive anti-corruption strategy.

Lesson 2: Promoting Inclusive Growth and Livelihoods

- *Need for tailored approaches in economic empowerment:* The MTR report highlights that economic empowerment programs, such as support for small and medium-sized enterprises (SMEs) and entrepreneurship training, have a greater impact when tailored to the specific needs of different demographic groups, including women, youth, and persons with disabilities. A one-size-fits-all approach may not adequately address the unique challenges faced by these groups. Therefore, the lesson is to design targeted interventions that consider factors such as access to capital, skills development, and market linkages, ensuring that economic opportunities are inclusive and equitable.

- **Enhancing skills to bridge the employment gap**: A key lesson learned is that skills development must align with market demands to effectively address youth unemployment and underemployment. Programs focusing on technical and vocational education and training (TVET) have proven successful when they incorporate private sector input to ensure that skills training meets labor market needs. The lesson here is that building partnerships with industries and employers is essential for designing curricula that equip youth with practical and marketable skills, increasing their employability and driving economic growth.

Lesson 3: Climate Resilience and Nature-Based Solutions

- *Community Ownership Drives Environmental Sustainability*: The report demonstrates that community-led conservation and natural resource management are more successful and sustainable than top-down approaches. Engaging local communities in designing, implementing, and monitoring nature-based solutions fosters a sense of ownership and responsibility for protecting natural ecosystems. The lesson is that building community capacity, securing land tenure rights, and incorporating traditional knowledge into conservation efforts can significantly enhance the effectiveness of environmental initiatives.

- **Integrating climate action into development planning**: The lesson learned from UNDP Kenya climate resilience programs is that climate action must be integrated into all aspects of development planning and policy. Addressing climate change in isolation from other socio-economic issues can limit the success of interventions. Thus, mainstreaming climate-smart practices across sectors, such as agriculture, infrastructure, and urban planning, ensures that climate adaptation and mitigation efforts are holistic and aligned with national development goals.

- **Adapting solutions to County Contexts**: Projects focused on climate-smart agriculture, water resource management, and ecosystem restoration have shown that interventions must be adapted to the specific environmental, cultural, and socio-economic contexts of the target areas. The lesson here is that one-size-fits-all solutions are less effective than tailored, locally-driven approaches. Incorporating local knowledge, involving community stakeholders, and adapting to unique local conditions lead to more sustainable and impactful results.

Lesson 4: Partnerships and Resource Mobilization

- *Multi-Stakeholder Partnerships Enhance Program Effectiveness*: One of the most significant lessons is the power of partnerships in achieving sustainable development outcomes. Collaboration between the government, civil society, the private sector, development partners, and communities has proven effective in leveraging resources, sharing expertise, and enhancing the reach of interventions. The lesson is that building multi-stakeholder platforms can facilitate knowledge exchange, foster innovation, and ensure that interventions are aligned with national priorities and local needs.

- **Mobilizing climate finance for long-term impact**: Accessing climate finance has been instrumental in scaling up climate resilience initiatives. The report suggests that building national capacity to develop bankable projects and navigate complex funding mechanisms is crucial for securing ongoing support. The lesson learned is that mobilizing and managing climate finance effectively requires strong institutional capacities, transparent governance structures, and strategic planning to ensure that funds address priority climate adaptation and mitigation needs.

Lesson 5: Monitoring, Evaluation, and Adaptability

- *Data-driven decision-making improves outcomes:* The MTR report emphasizes the importance of data collection, monitoring, and evaluation and learning in guiding program implementation and policy-making. Access to reliable data allows for evidence-based decision-making, enabling the identification of gaps, tracking of progress, and adaptation of strategies to maximize impact. The lesson is that establishing robust monitoring and evaluation (M&E) systems, including the use of digital tools and community feedback mechanisms, is essential for achieving sustainable development results.

- *Flexibility and adaptability lead to success*: Interventions that incorporated flexibility to adapt to changing circumstances, such as climate variability, economic shifts, and emerging challenges (e.g., the COVID-19 pandemic), proved more successful. The lesson here is that development programs should be designed with adaptive management frameworks that allow for adjustments in response to evolving needs, ensuring relevance and effectiveness over time.

Tin a nut-shell, the lessons learned from the UNDP Kenya programme highlight the importance **of** local ownership, tailored approaches, multi-stakeholder partnerships, comprehensive planning**, and** data-driven decision-making**.** Future interventions should build on these insights by prioritizing capacity building, fostering community engagement, integrating climate resilience into all sectors, addressing systemic inequalities, and enhancing M&E systems. By applying these lessons, UNDP and its partners can design more effective, sustainable, and inclusive programs that drive Kenya's development agenda forward and contribute to the achievement of the Sustainable Development Goals.

9. Annexes

Annex I: Profile of the International Consultant

Professor Okwach Abagi is seasoned international consultant with over 30 years of comprehensive experience in designing and implementing robust development and policy projects across Sub-Saharan Africa. His expertise spans a wide range of strategic activities, including policy design/analysis, research design, methodology development, impact studies and stakeholder engagement across various sectors such as education, governance, youth and employment, social protection and health. Prof Abagi has led numerous high-impact projects and programmes for significant clients including the World Bank, various UN Agencies (such as UNDP, UN Women, UNICEF, UNEP and ENESCO), and different ministries in over 15 African countries. His work has delivered transformative outcomes and strategic insights, significantly influencing the countries he has worked in.

Recent engagement includes leading the Verification of Differentiated Unit Cost of Universities in Kenya for the University Fund/Ministry of Education, alongside the World Bank. He assessed financial models for basic education and directed comprehensive needs assessment and evaluation of national education and health programs in Kenya and Rwanda. Prof Abagi has also been pivotal in strategic assessment of social protection programmes in Rwanda, with a focus on fostering decent and fulfilling employment for youth and women. Additionally, he has contributed to sustainable development strategies through his involvement in Common Country Analyses (CCA) and the planning of the United Nations Sustainable Development Cooperation Framework (UNSDCF) in countries including Uganda, Lesotho, Eswatini, Nigeria, Guyana, and The Gambia. Driven by a commitment to utilize education as a powerful tool for social change, Prof Abagi promotes Human rights, Gender Equity and Inclusion.

Annex II: UNSDCF 2024-2026 Joint Programmes

UNSDCF 2022-2026 Kenya New Generation UN joint Programmes
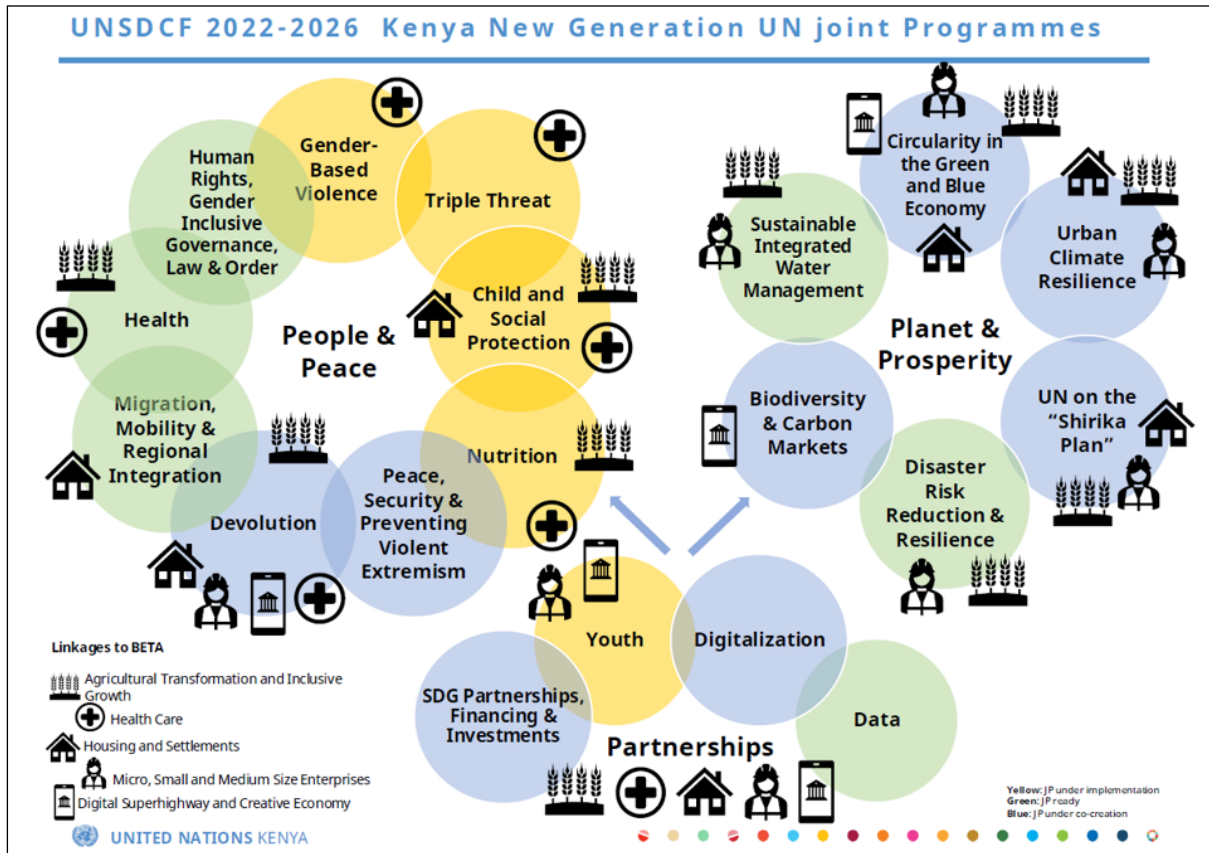
Annex III: Methodology and Work Plan

Overview

MTR Criteria and Elaboration of Questions

The MTR adopted the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) evaluation criteria which focuses on intervention relevance, effectiveness, efficiency, impact, human rights approaches, sustainability, and challenges of the project. The MTE also documented lessons learned, best practices and recommend strategies to enhance operational and effectiveness for improving current and future programmes. The MTR took a human rights and gender-responsive approach.[105] The evaluation criteria and marching questions are presented in Annex below:

As indicated earlier, the MTR applied OECD/DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, and sustainability. Human Rights and Gender Equality were considered as cross-cutting issues. Exhibit 2.1 and Annex, indicate the Evaluation Matrix and sources of data.

The MTR was carried out between 11 July 2022 and September 20, 2024. Virtual and physical interviews and Focus Group Discussions (FGDs) were conducted with selected stakeholders. E-survey, through an on-line questionnaire, targeting various category of categories of stakeholders was also administered using Survey Monkey platform. The response rate was XX, and details below:

Mixed Method Approach

The MTR used a mixed-method, relying on both quantitative and qualitative research methods, for data collection and data triangulations. The mix of method allowed for collecting both quantitative and qualitative data from various stakeholders in different project areas as well as relevant documents. This enables the Evaluator a rich diversity of data for the assessment of progress of the country programme. This approach also allowed for triangulation from various sources to obtain diversity of perspectives, assess application of human rights and gender equality, and ensure data quality and accuracy. The MTR, therefore, was a consultative, inclusive and participatory process. The use of various tools assured that various stakeholders, state and none-state, participated actively during the MTR. Overall, the four main sources of data were:

- Stakeholders (people/staff from UNDP Kenya CO and selected UN agencies in Kenya, Government officials from relevant Ministries, Departments and Agencies (MDAs), county focal persons, selected beneficiaries, implementing partners, donors, and other development partners, among others);
- Documents, files, publications and relevant literature;
- CPD 2022-2026 programme financial data,
- E-survey, through a questionnaire administered virtually to selected key stakeholders.

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[105] UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations

Sources of Data Collection

1. Document and literature review:
Guided by the objectives of the assignment, the Independent Evaluator, in consultation with UNDP CO assignment coordinators, identified and comprehensively reviewed several documents, related to the CPD 2022-2026. A full list of documents reviewed so far is presented in Annex II. These include the following:

- National development context and policy documents related to SDGs
- United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2026.
- UNDP Strategic Plan 2022-2025
- UNDP CPD 2022-2026
- UNDP Gender Strategic Plan 2022-2025
- Independent Evaluation Office Report of Kenya Programme 2018-2022
- Annual progress reports, studies, and relevant data for UNDP CO programme.

2. Primary data collection:
i. Stakeholder Consultation: Engage with stakeholders through surveys, interviews, and focus group discussions to gather diverse perspectives. To complement data/information collected from secondary sources (documentary review), primary data was from various sources including the following:

- UNDP leadership and PMCU staff (programme and operations)
- Implementing partners (national government and county focal persons)
- Relevant MDAs implementing CPD 2022-2026
- Selected Programme beneficiaries
- Donors
- United Nations Resident Coordinator Office (RCO)
- UNDP RO and HQS – Policy Advisors.

ii. Virtual FGD: FGD was organize and conduct virtually with selected focal persons and beneficiaries. The number of people who participated in the FGDs including,,,,, (achievements, challenges, lessons learned etc.) in the last two years.

iii. E-survey: Working with UNDP CO, the Independent Evaluator develop and administer a **Questionnaire**, using SuveryMonkey platform. Forty percent of the selected key stakeholders independently responded to various questions in the e-survey, assessing the implementation of the country programmes, lessons learned and challenges, among other issues.

Stakeholder Mapping and Engagement
- **Stakeholders' identification:** Map out all relevant stakeholders, including government agencies (MDAs), NGOs, CSOs, beneficiaries at national and county governments, private sector, donors and development partners, and media.
- **Consultation Processes:** Organize focus groups, to gather input and feedback.
- **Partnerships:** Establish partnerships with key organizations and institutions to support the implementation of the CPD 2022-2026.

The work plan is presented in Exhibit 5.1

Exhibit 5.1: Work Plan for MTR of UNDP CO CPD 2022-2026
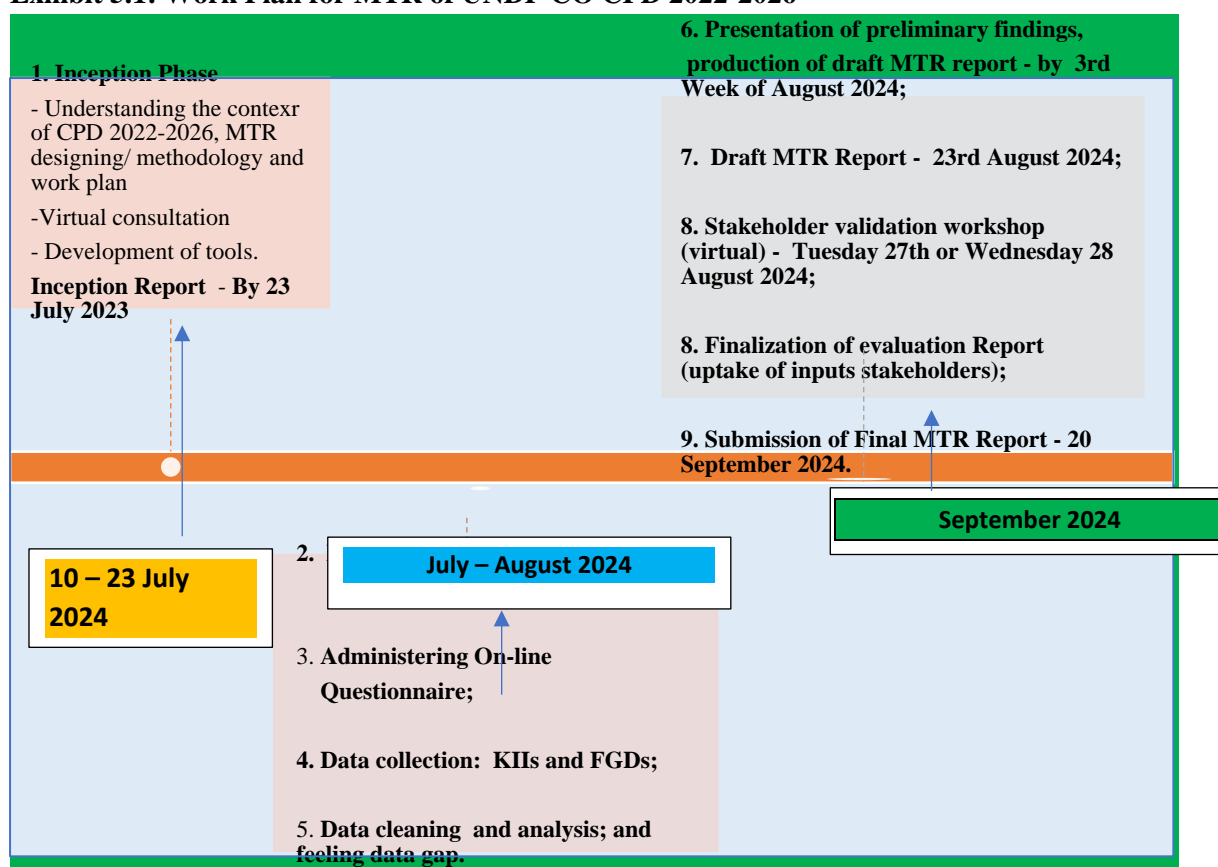
Limitation

The MTR was constrained by four challenges:

- The evaluation team was unable to travel to the field to see projects and consult with stakeholders in the targeted counties face-to-face. This was because of time limitations;
- Some few targeted stakeholders at county levels did not respond to organized focus group discussions and/or key informant interviews.
- The targeted stakeholders took a long time (over one month to respond to the e-survey. At the end, at least 40% of stakeholders responded. The reasons given for taking too long was included: some stakeholders did not know the details of the questions asked e.g. what was achieved under each Outcomes, competing tasks.
- The results in the MTR report are not generalizable to all of the country programme beneficiaries. For clarification, "few", "average" and "majority" are used throughout the report as modifiers describing the "quantity" of respondents generally adhering to stated viewpoints.

To mitigate these limitations, the evaluator adopted a number of strategies: 1) in order to assess progress, he relied on triangulation of data from various sources and on respondents' self-assessment the implementation of the CPD, ii) It comprehensively engaged UNDP CO staff and had follow-up meetings with top management to clarify some critical issues, iii) The evaluator drew from UNDP CO Annual Reports 2022 and 2023, and the Result Oriented Annual Reports (ROARs); and iv) In the case of efficiency, it considered the overall budget of CPD in relation to the results achieved and the general management approach rather than the actual inputs that were invested to achieve outputs

Exhibit 4.1: List of Stakeholders Who participate in the MTR, and Methods of Data Collection

#		Type	Name for KII	Position
1	UN Resident Coordinator's Office (RCO)	UN	Stephen Jackson	Resident Coordinator
			Steve	
2	UNDP	UN	Antony Ngororano	Resident Representative
3	UNDP	UN	Madelena Monoja	Deputy Resident Representative-Programme
4	UNDP	UN	Lars Tushuizen	Deputy Resident Representative-Operations
	OPERATIONS			
5	UNDP	UN	John Gathuya	Operations Specialist
6	UNDP	UN	Peter Gicharu	
7	UNDP	UN	Tom Nyawanda	
8	UNDP	UN	Peggy Mmata	
9	UNDP	UN	Roseline Iregi	
10	UNDP	UN	Janety Nyamu	
11	UNDP	UN	Judy Mugo	
12	UNDP	UN	Ashura Michael	
13	UNDP	UN	James Kasura	
14	UNDP	UN	Anabel Siongok	
15	UNDP	UN	Consolata Karani	
16	UNDP	UN	Mary Mate	
17	UNDP	UN	Brent Okoth	
	GOVERNANCE			
18	UNDP		Ann-Christine Dellnas	Chief Technical Advisor-Governance
19	UNDP	UN	Jane Serwanga	Team Leader, o.i.c (Governance and Inclusive Growth-GIG)
20	UNDP	UN	Joan Vwamu	Portfolio Analyst-Governance (G)
21	UNDP	UN	Mohamednoor Nohamed Gaile	Project Officer
22	UNDP	UN	Prica Kamungi	Peace and Development Officer
23	UNDP	UN	Benard Abingo	M&E Officer
24	UNDP	UN	Ann-Christine Dellnas	Chief Technical Advisor-Governance
25	UNDP	UN	Linet Lugogo	
26	UNDP	UN	Elvi Aginda	Project Manager
27	UNDP	UN	Mohamed Sabir Jaafar	Project Manager
28	UNDP	UN	Gilbert Okango	Project Officer
	INCLUSIVE GROWTH + SPAU			
29	UNDP	UN	Julius Coredo	Portfolio Analyst- Inclusive Growth (IG)
30	UNDP	UN	Benson Kimani	National Economist
31	UNDP	UN	Nicholas Kipyego	Economic Associate

#		Type	Name for KII	Position
	ENVIRONMENT AND RESILIENCE UNIT (ERU)			
31	UNDP	UN	Evelyn Koech	ERU
32	UNDP	UN	Arnold Ambundo	Portfolio Analyst
33	UNDP	UN	Washington Ayiemba	
34	UNDP	UN	Raphael Mutitu	
35	UNDP	UN	Bernard Kimutai	
36	UNDP	UN	Christopher Breed	
37	UNDP	UN	Niamh Kelly-Omollo	
38	UNDP	UN	Eunice Mwaura	
39	UNDP	UN	Nancy Chege	
40	UNDP	UN	Francis Matheka	
41	UNDP	UN	Yvonne Nyokabi	
42	UNDP	UN	Kevin Mutuku	
43	UNDP	UN	Joseph Njuguna	
	ACCLAB			
44	UNDP	UN	Caroline Kiarie	Team Leader (AccLab)
45	UNDP	UN	Victor Awuor	
46	UNDP	UN	Lilian Njoro	
	PMSU and Communication			
46	UNDP	UN	Wambui Gathathi	Team Leader – Programme Management Support Unit (PMSU)
48	UNDP	UN	Martin Namasaka	Communication Specialist
49	UNDP	UN	Fanto Foday	Partnerships Officer
50	UNDP	UN	Mercy Kikuyu	M&E Assistant
51	UNDP	UN	Jackson Mukiri	Resource
52	UNDP	UN	Benard Abingo	
	External partners – UN Partners			
53	UN Women		Kristina Leuchowius	Monitoring and Evaluation Specialist
54	UN Women	UN	Angela Muthoni Wambugu:	Team Leader
55	UNICEF	UN	Dr. Robert Simiyu	Social Policy and Economic Specialist
56	OHCHR	UN	Vincent Omunyin,	Project Officer
57	OHCHR		Claris Ogangah (OHCHR)	Human Rights Specialist
58	Africa Resilience Hub – UNDP	UN	Kehinde Bolaji	Programme Advisor and Manager
	External Partners – Government			
59	The National Treasury	State Actor	Monica Asuna	Director of Planning

#		Type	Name for KII	Position
60	State Department of Economic Planning	State Actor	Festus Wangwe	Director of Planning
61	State Department of Devolution	State Actor	Maurice Ogola,	Director – Policy and Research
62	State Department of Devolution	State Actor	Charles Mugecha	Assistant Director
63	State Department of Environment	State Actor	Augustine Kenduiwo	Dep. Director, Mitigation
64	State Department of Environment	State Actor	Dan Kithinji	Director - Renewable Energy
65	National Cohesion and Integration Commission (NCIC)	State Actor	Millicent Okatch	Director of Research and Knowledge Management
66	Independent Electoral and Boundaries Commission	State Actor	Hussein MarJan Hussein Marjan;	CEO
67	Independent Electoral and Boundaries Commission	State Actor	Obadiah Keitany	Deputy CEO
68	Independent Electoral and Boundaries Commission	State Actor	Ruth Kulundu	Deputy CEO
69	State Department of Wildlife	State Actor	Dr. Shadrack Ngene,	Ag. Wildlife Secretary
70	NEMA	State Actor	Mr. Zephania Ouma, Deputy	Director Environmental Compliance
	External Partners – Development Partners			
71	Embassy of Sweden	Development Partner	Annika Otterstedt	Head of Mission
72	EU Delegation	Development Partner	Alexandre Baron,	Head of Governance and Micro Economics
73	Embassy of Germany	Development Partner	Guenther Daniel	Political Counsellor
74	Embassy of Japan	Development Partner	Ito Masami	
75	Embassy of Netherlands	Development Partner	Dr. Kuya Johnson	Partnerships

#		Type	Name for KII	Position
	External Partners – CSOs			
76	URAIA Trust	CSO/Non-State Actor	Oliver Waindi	CEO
77	Wajir Community Radio	Non-State Actor	Halima Kahiya	CEO
78	Blind and Low Vision Network (BLINK)-Machakos	Non-State Actor	Kennedy Siocha	Director
79	Blind and Low Vision Network (BLINK)-Machakos	Non-state	Ruth (provided support)	

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Annex IV: Documents Reviewed

Africa Borderline Centre. Mid-term Project Report. May 2023. ABC.

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World Bank. World Development Indicators. Washington, D.C.: World Bank.

World Bank. Kenya Economy Outlook 2023. Washington, D.C.: World Bank.

Annex V: Evaluation Matrix and Data Sources

Criteria	Questions	Indicator	Data Collection Method	Data Source
Relevance	• To what extent is the UNDP Kenya CPD 2022-2026 (Country programme) aligned with national policies and international human rights norms? • To what extent was the country programme relevant to the needs of beneficiaries, key partners (especially the government), etc. • To what extent have the intervention logic / theory of change and the underlying assumptions of the country programme integrated gender equality and other cross-cutting issues? • To what extent are they still valid or do they need to be adapted to changes in the needs or priorities of the country?	1.1 Reflection of UNDP CPD priorities in government agenda, plans and sector strategies 1.2 Number and % of stakeholders indicating that CPD is aligned to national and international human rights norms	Document review KII/FGD E-survey	Programme document International policy and legal frameworks
Coherence	• What is UNDP comparative advantage in this area of work compared with other UN entities and key partners? • How institutional overarching frameworks, such as the MTP 4, Bottom-Up Economic Transformation Agenda - BETA, Vision 2030, Agenda 2030) are reflected in the underlying UNDP Kenya country strategy? • To what extend did UNDP contribute to strengthening national policies/programmes that would positively impact vulnerable communities and populations?	2.1 % of stakeholders indicating that UNDP has comparative advantage in promoting Good governance, green growth economic polies, innovations and environmental / climate action. 2.2 Number and percentage of stakeholders indicating that UNDP is contributing to strengthening national policies/programmes that positively impact vulnerable communities and populations	Document review KII/FGD	UNSDCF 2022-2026 UNDP Strategic Plan, Kenya Vision 2030, Kenya Kwanza BETA

Effectiveness	• To what extent has progress been made towards the programme goals, including gender equality, women's empowerment and other cross-cutting issues? • What has been achieved in each of three expected Outcomes: • What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome? • How does the CO support Government in implementing international frameworks, were applicable? • Technical support: How does the CO support stakeholders to help government in this process? • What are the positive or negative, intended or unintended, changes brought about by UNDP's work? • What was the contribution of UNDP to youth empowerment development processes? • What are the main enabling and hindering factors behind observed outcomes	3.1 # of rights-holders and governance institutions enhance to ensure transparency, accountability, and human rights principles towards the attainment of SDGs. 3.2 # and % of Electoral, legislative and oversight institutions strengthened to promote inclusive, transparent and accountable governance and service delivery. 3.3 Number of Inclusive and resilient green growth policies, financing and practices across key growth sectors developed. 3.4 Availability of National policy frameworks and data systems for SDG indicator tracking and M&E systems. 3.5 Availability of national and county framework/strategy/plan for Sustainable management of natural resources, using people-centred approaches, enhanced. 3.6 Availability of capacity building and resilience strategies/plans to disaster risks and climate impact across national and county levels.	Document review KII/FGD E-Survey	Country Programme documents Monitoring data UNDP CO Staff Government partners Implementing partners Beneficiaries

		3.7 # and/or % of households with access cost-effective clean energy (national / target counties)		
Efficiency	• To what extent has the country programme delivered, or is likely to deliver, its interventions and results in an economic and timely manner? • To what extent were resources (funds, expertise, time) sufficient and used? • Are the interventions achieving synergies and alignment within UNSDCF?	4.1 % of stakeholders reporting that the CPD programmes were implemented efficiently and in time 4.2 The % of resources (core and mobilized) availed for the implementation of the CPD? 4.3 Existence of mechanism/framework promoting synergy and alignment of the UNDP CO programmes into the USDCF 2022-2026	Document review KII /FGD E-Survey	UNDP CO programme financing data/information UNDP CO staff
Partnerships	• To what extent were the selected partners for implementation strategic? • To what extent is UNDP's selected method of implementation/ partnership modalities suitable to the country and the development context? • What changes should be considered in the current set of partnerships with national institutions, CSOs, UN Agencies, private sector and other development partners in Kenya, in order to promote long-term sustainability and durability of results?	5.1 % of stakeholders indicating that the criteria used for selecting partners was transparent and inclusive. 5.2 % of stakeholders indicating that method of implementation/ partnership modalities was suitable to the country and the development context?		

Sustainabilit y	• To what extent did UNDP establish mechanisms to ensure the sustainability of the programme benefits for women, men and other vulnerable groups? • To what extent will the results and benefits of the interventions continue or are likely to continue?	6.1 Availability of UNDP CO plan/mechanism to ensure sustainability of the programme benefits for women, men and other vulnerable groups 6.2 % of resources mobilization for the implementation of the CO programme in the last 20 years.	Document review KII/FGE E-Survey	Country Programme documents Government Stakeholders
Cross-cutting Issues	• Human Rights: To what extent have the people with disabilities, women and other marginalized groups benefitted from implementation of the CPD 2022-2026. • Gender Equality: To what extent has gender equality been addressed in the design, implementation and monitoring the different interventions? • To what extent has programme support promoted positive changes in gender equality? What were the intended and unintended effects? • Do interventions contribute to target the underlying causes of gender inequality?	7.1 Number of people with disabilities, women and other marginalized groups benefitted from implementation of the CPD 2022-2026. 7.2 Number of policy and legal frameworks in place and implemented to address underlying socio-political and cultural dynamics that affect GEWE.		Country Programme documents

Annex VI: Theory of Change

Since the UNDP CO programme is anchored within the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2026, its theory of change, risks and assumptions are also aligned to UNSDCF (Exhibit 3.2).

Exhibit 3.2: United Nations Sustainable Development Cooperation Framework (UNSDCF) Theory of Change

IF
Kenya can reduce its deep inequalities and lift all at risk of being left behind – particularly all women & girls, all youth & children, all in the ASAL counties & all in the informal urban settlements – out of poverty and ensure their equitable access to quality services within a peaceful and well-governed society

AND
IF The Kenyan economy becomes an early and successful adapter to the Green Transition, including all at risk of being left behind – particularly all women & girls, all youth & children, all in the ASAL counties & all in the informal urban settlements – while preserving ecosystem services restored and intact

AND
IF Kenya is able to innovate & maximize the potential of multistakeholder partnerships, aligning available financial resources – domestic & international, public & private – to the attainment of the SDGs

THEN
Kenya as a w
hole will be transformed and propelled towards the overall realisation of the SDGs while leaving no one behind.

The UNDP CPD 2022-2026 and Theory of Change is aligned to UNSDCF 2022-2026, thus:

The vision of the country programme is to

Leverage partnerships to safeguard development gains by building resilience and accelerating recovery for the achievement of the Sustainable Development Goals through Vision 2030, to address root causes hampering sustainable development

Programme Theory of Change

IF economic growth transforms and becomes sustainable and green.
AND society is inclusive and peaceful through an enabling environment - taking advantage of innovation and multi-stakeholder partnerships with access to quality services,
THEN people will be resilient, fulfilled and achieve their full human potential.

- **Country Programme Pillars:**

1: <u>Governance, Peace and Social Cohesion</u> – *Aligned with UNSDCF Pillar 1 PEOPLE & PEACE: OUTCOME 1.1 - By 2026, people in Kenya at risk of being left behind-inhabit an inclusive, enabling, socially cohesive, and peaceful society where human rights are upheld, and benefit from accountable institutions and participate in transformative governance systems that are gender responsive, and uphold the rule of law.*

2: <u>Sustainable, Inclusive, Green Growth</u> – *Aligned with UNSDCF Pillar 2: PROSPERITY & PLANET: OUTCOME 2.2 - By 2026, people in Kenya at risk of being left behind - derive benefit from inclusive, sustainable, diversified and environmentally/climate-sensitive quality livelihoods with decent work in the sector economies and realize growth that is resilient, green, and equitable.*

3: <u>Nature Based Solutions and Resilience</u> – *Aligned with UNSDCF Pillar 2: PROSPERITY & PLANET: OUTCOME 2.2 - By 2026, people in Kenya at risk of being left behind - derive benefit from inclusive, sustainable, diversified and environmentally/climate-sensitive quality livelihoods with decent work in the sector economies and realize growth that is resilient, green, and equitable.*

The programme's design anticipated that, by the end of the programme, the three outcomes (expected results) would be achieved and that there would be some progress towards achievement of outputs (specific objectives).

Programme Assumptions

Various assumptions and risks underlying the programme's theory of change and design were identified in the programme design documents. These include the following:

- Continued commitment to LNOB policies for inclusion and improved service delivery
- Strengthened oversight and accountability towards the SDGs
- Financial and human resources for development and public service delivery in place
- Peaceful elections and democratic participation
- Early warning systems, prevention and mitigation measures and structures in place
- Continued support to enhance national data systems towards the SDGs across all levels
- Enhanced regional and national engagement for peace, security and economic development.

Programme Risks:

- Political conflict & violence
- Climate insecurity & shocks
- Fiscal space & SDG financing
- Institutional capacities