Independent Country Programme Evaluation: UNDP Kenya

UNDP Management Response – March 2022

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| **Recommendation 1.** **UNDP’s devolution programme will remain relevant and should maintain its overall focus while making adjustments to strengthen the training components for county officials, the data collection and analysis capacities and improved monitoring and communication of results.** |
| **Management response: Fully Accept** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status (Initiated, Completed or No due date)** |
| 1.1 The country office will further assess the overall progress of the joint devolution programme including training activities and engagement with counties  as part of the planned Mid Term Evaluation.  Lessons learnt and recommendations will inform ongoing training activities on financial management, M&E, CIDPs with a greater focus on the permanent staff of county administrations to ensure continuity and limit the loss of institutional memory.  | June 2022  | Devolution Project Team/GIG | The procurement process for the MTE consultancy has commenced for completion by June 2022.  | Initiated |
| **Recommendation 2. UNDP should further consolidate and strengthen synergies in its work in peace and security, elections and human rights and the rule of law, where it has had a real impact and is currently well established.** |
| **Management response: Fully Accept** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status**  |
| 2.1 To further consolidate and strengthen synergies in in its governance, peace and security pillar, the country office will enhance the use of the portfolio approach in its programming under the new CPD 2022-2026 while exploiting existing opportunities for collaboration and joint programming with other UN agencies working in the governance and peace sector. | Dec 2022 | GIG | Tracking of this more integrated approach will be undertaken through annual reporting, programme reviews, the new CPD 2022-2026 Roll-out and the CO RESET 2.0 Cluster meetings. | Initiated |
| **Recommendation 3. UNDP should redesign its inclusive growth portfolio based on the lessons of the previous implementation cycle. The new CPD should maintain its objectives to promote sustainable youth employment with significant changes to the implementation of its business development activities at the county level. There should be greater attention to analysing labour market needs, clearer provisions for institutionalisation and sustainability of results, closer follow up with partners and improved monitoring. The programme should also seek synergies with other areas of work, such as the Accelerator Labs.** |
| **Management response: Fully Accept.** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 3.1 The country office has strengthened its support for youth led businesses in the forestry and agro forestry sectors through its Green Economy Youth Activation Programme (GReYAP). Further, the country office has maintained its focus on strengthening youth employment and strengthening collaboration with the Acc Lab as well as better institutionalizing the country office Youth Sounding Board as part of its new CPD 2022-2026. | June 2022 | GIG/SPAU and the Acc Lab | In September 2020 UNDP conducted a review of the Biashara centres and developed a Market development approach to BDS delivery which emphasizes the business to business and partnership with business associations, cooperatives and suppliers. Further, through the project Green Economy Youth Activation Programme (GrEYAP) developed in December 2020, the CO is implementing innovative mechanisms for BDS delivery anchored in key institutions such as Kenya Forestry Research Institute, Kenya Institute of Business Training, among others, GrEYAP also include anticipated intervention to develop the Green jobs strategy and action plan in partnership with the Ministry of Labour. The IG pillar is building on the 2020 Acc Lab/MSEA MSME Impact Assessment Report findings that focused on the environment and needs for MSMEs to adopt digital technology. Interventions such as the development of an e-commerce platform for MSMEs and digital capacity building of MSMEs ongoing.  | Initiated |
| 3.2 The country office will enhance its Acc Lab’s efforts in mapping and developing the innovation ecosystem for startup growth and maturity in collaboration with UN sister agencies.  | Dec 2022 | Acc Lab  | Acc Lab and partners such as Konza Technopolis and Association of Countrywide Innovation Hubs are currently mapping the innovation ecosystem to identify areas of possible collaboration and engagement by stakeholders and the SDG Accelerator Lab that will seek the growth and development of local startups.  | Initiated |
| **Recommendation 4. UNDP should retain and build on its leadership in the environment area by strengthening its procurement of technical expertise and being more focused and targeted in its downstream activities. Successful approaches such as the community engagement and landscape/seascape approach should be replicated.** |
| **Management response: Fully accept** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status**  |
| 4.1 Undertake extensive community engagements and the landscape/seascape approach as part of the GEF-SGP programme | Dec 2022 | ERU | This action is already initiated through the approved 7th phase of GEF-SGP, which is due to start in Q1 of 2022, and will build on lessons learned and best practices of the landscape/seascape approach which was initiated in the 6th phase of GEF. The Project Document awaits finalize signature by the National Treasury. | Initiated |
| **Recommendation 5. Youth should feature more prominently in the new CPD, with a dedicated approach and an articulated program theory, in view of its critical importance in several dimensions of the country’s development agenda. UNDP can draw from previous programme experience in addressing youth inclusion and employment in the peace and security and inclusive growth portfolios to conceptualise its future approach.** |
| **Management response: Fully accept.** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 5.1 UN Kenya’s Sustainable Development Cooperation Framework (UNSDCF) for 2022-2026 has prominently located youth as a key focus, partner and beneficiary of the CF over the next four years. Similarly, the draft CPD is nested within the Cooperation Framework and aligned to the UNDP Corporate Strategic Plan and UNDP Offer in Africa. The country office has anchored innovation as a driver for youth employment in its new CPD 2022-2026 which is to be presented to the June 2022 Executive Board. | September 2022 | GIG, Acc Lab and SPAU. | The draft CPD 2022-2026 has been developed through an extensive consultation process and HQ review. It is currently posted on the EB website for member state review in preparation for submission to the June 2022 Executive Board.  | Initiated |
| **Recommendation 6. The results chain and theory of change of the new CPD need to be designed to clearly track UNDP’s contributions to national and UNSDCF objectives. The CO’s monitoring system needs upgrading to centrally compile and better organise data for decision making, accountability and knowledge management.** |
| **Management response: Fully accept** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 6.1 The country office will develop a results chain and theory of change for the new CPD that is aligned to the UNSDCF 2022-2026 objectives and national priorities | March 2022 | CPD Taskforce /SMT | The country office has developed a theory of change and the results chain for the 2022-2026 CPD that is aligned with the 2022-2026 UNSDCF and the national priorities. The result chain will be used to track UNDP’s contributions and will be the basis for tracking programme implementation, monitoring and reporting. | Completed |
| 6.2 The country office will streamline its M&E coordination structures internally and externally to support better data collection, data verification, results monitoring and reporting, knowledge management and accountability. | Dec 2022 | PMSU/CRE and OE Clusters  | Internally, a country office M&E hub will be formalized to facilitate constant monitoring and reporting on the progress on the CPD IRRF. Externally, joint programming with other agencies will be prioritized to strengthen data collection and verification, annual outcome level performance reviews with government and national partners and use the data to inform policy, strategic decisions, accountability and knowledge management. | Initiated |
| **Recommendation 7. UNDP should set more realistic resource mobilisation targets and establish contingency plans which document how project activities are scaled down or redesigned in cases of resource shortfalls. Projects should also improve their approach to budgeting and disbursement.** |
| **Management response: Fully Accept.**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 7.1 The country office has rationalized its resource targets under the new CPD 2022-2026 to $120m to address shifting donor priorities and Kenya’s elevation to a lower middle income country. The country office will elaborate its Partnership & Resource Mobilization plan including contingency plans for scaled project funding levels. | Dec 2022 | PMSU, SMT, GIG, ERU | The country office has noted the 2021 Management Audit recommendations and incorporated more realistic targeting within its new CPD 2022-2026 to be presented to the June 2022 Executive Board. | Initiated |
| **Recommendation 8. UNDP’s programs should improve the way they address Gender issues by improving baseline gender analysis and introducing measures to promote empowerment and equal decision making.** |
| **Management response: Fully accept** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status**  |
| 8.1 The country office incorporated critical inputs from its Gender Working Group as well as the RBA’s gender team ensuring adequate analysis and consultations on gender transformative programming. To effectively implement this, the country office will develop a new gender strategy and implement its gender seal action plan to guide its collective gender related activities through a more transformative approach. | Dec 2022 | GFT/SMT | The country office has commenced the gender seal process and critically reviewed its self-assessment for the development of its action plan and an updated gender strategy in line with the new corporate Gender Strategy.  | Initiated |

\* Status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).