

**MANAGEMENT RESPONSE TO THE INDEPENDENT EVALUATION OF UNDAF 2014-2018**

<b>Recommendations of the Independent Evaluation of UNDAF 2014-2018</b>	<b>Management Response</b>				
	<b>Status</b>	<b>Management Response</b>	<b>Key Actions</b>	<b>Time Frame</b>	<b>Responsible UNIT</b>
<p><b>Recommendation 1 UNDAF DESIGN</b> Formulate an outcome-based results framework for the 2018-2022 UNDAF to allow greater programmatic flexibility in the event of a humanitarian emergency or crisis, given Kenya’ multi-hazard vulnerability.</p>	Fully Accepted	<p>During the current UNDAF (2014-2018) Kenya has been vulnerable to emergencies which include key humanitarian crises due to factors such as insecurity, conflict and displacement; Chronic food insecurity and high levels of malnutrition; breakout of diseases such as Measles, cholera and chikungunya outbreaks affecting 29 counties; El-Nino and other weather-related events including drought among others.</p> <p>All these events have required mitigation and response to preserve and promote development gains. Regular Humanitarian analysis has been undertaken especially in 2017 to inform programming and humanitarian action. This analysis has informed development and implementation of flagship and joint programmes that have been rolled out in the hard to reach areas that have also been historically marginalized.</p>	<p>1.Undertake regular humanitarian analysis to inform action such as the flash appeal intervention undertaken in 2017.</p> <p>2. Continue working with the Kenya Humanitarian Partnership Team (KHPT)</p> <p>3.During strategic prioritization and development of new UNDAF, ensure that Disaster Risk and Resilience building is addressed as a cross cutting issue and well costed. Coordination and implementation modalities and mechanisms for implementation should be well laid out to</p>	<p>2018 during UNDAF development</p> <p>2018-2022 during UNDAF implementation</p>	<p>PMT, M&amp;E TWG, SRA WGs working closely with key partners such as KHPT</p>

		<p>The UN has been and will continue working closely with the Government of Kenya and Kenya Humanitarian Partnership Team (KHPT) to strengthen the structural linkages between short term humanitarian response strategies and long -term resilience building. Early results include the anchoring humanitarian work more firmly in the UNDAF, giving it a home in the strategic result area 4 for sustained environment, land management and human security.</p> <p>The Next UNDAF will explore operational and programmatic opportunities to ensure a more systematic symbiosis between development and humanitarian imperatives that will accelerate the paradigm shift from dependency to sustainability.</p> <p>Humanitarian action for resilience building will be a cross cutting theme in all the UNDAF Strategic Result Areas.</p>	ensure that appropriate structures are in place.		
<p><b>Recommendation 2 UNDAF Enablers - OMT</b></p> <p>1)Support the Operations Management Team (OMT) with a dedicated budget to fulfill its function as an UNDAF enabler</p>	Fully Accepted	<p>OMT was established in 2014 and has demonstrated substantial progress in operationalizing Standard Operational Procedures (SOPs) and BOS for increased efficiency for implementation of UNDAF. The BOS strategy 2016-2018 is already in place and clearly articulates key areas of focus for the next 2 years.</p>	<p>1.Need to review current and develop new BOS in line with the next UNDAF (2018-2022</p> <p>2. Finalization of Macro assessment to inform next UNDAF</p>	By end 2018	UNCT, OMT

<p>2) Include OMT in UNDAF design process</p>		<p>There has been substantial progress in using HACT as a tool for programming efficiency, GOK and the UN jointly conducted a Macro Assessment of the country's Public Finance Management Systems (PFM) systems in 2015.</p> <p>The UN HACT Implementing Agencies have made substantial progress on micro-assessments for IPs.</p> <p>Harmonization of operations for effective and efficient implementation of the UNDAF is yet to be fully realized. More work needs to be done to ensure that OMT is better resourced to implement BOS which will in the short and long term improve efficiency and effectiveness of the UNDAF.</p>	<p>3. Review workplan and proposed activities for OMT and plan for resource allocation and mobilization mainly through cost shared funds)</p> <p>4. Involve OMT members in the UNDAF development process especially (mandatory) in the planning and costing stages</p>		
<p><b>Recommendation 3 UNDAF Enablers – UNCG</b>  1) Support the United Nations Communications Group (UNCG) as an UNDAF enabler with a dedicated budget for communications on the UNDAF  2) Include UNCG in UNDAF design process</p>	<p>Fully accepted</p>	<p>The UN Communication Group (UNCG) developed a communications strategy for the current UNDAF (2014-2018). The strategy has not been effectively implemented due to a number of challenges related to coordination and implementation.</p>	<p>1. Review current communication strategy in preparation for the next strategy/ communication plan to understand challenges experienced in implementing the current strategy in line with the new UNDAF</p> <p>2. Strengthen and empower the UN communication group- with clear TORs and annual work plan- with realistic messaging,</p>	<p>2018-2019</p>	<p>UNCT, UNCG</p>

			<p>themes and dissemination plan for communicating results. The communications working group should also more effectively engage and support Strategic Area Groups. Communications focal points should be assigned to the to the SRAs.</p> <p>3. RCO to coordinate mobilization of resources for key interventions.</p>		
<p><b>Recommendation 4 Financing; Partnerships</b> 1) Develop a joint UNDAF financing and partnership strategy in collaboration with the Go through Treasury, including forms of development financing beyond traditional multilateral aid such as non- Development Assistance Committee (DAC) donor funding and</p>	Fully Accepted	<p>In 2015 the UN in Kenya developed a resource mobilization strategy for UNDAF 2014-2018. The strategy was however not effectively implemented which partly contributed to inadequate resources to implement the UNDAF. Financing and execution modalities especially between the GOK and UN also delayed implementation.</p> <p>To address some of these challenges, a resource mobilization plan for the new UNDAF will be developed while focusing on key lesson and gaps from the current strategy. A framework for implementation of the plan will also be set up with clear TORs, workplan and expectations for actual resource mobilization.</p>	<p>1. Develop a resource mobilization action plan for UNDAF 2018-2022</p> <p>2. Strengthen linkages between the SDG Partnership Platform (SDGPP) and Government of Kenya /Aid Effectiveness/Treasury</p> <p>3. Engage with Government of Kenya /Aid Effectiveness/Treasury on costing and financing for UNDAF 2018-2022</p>	2018-2022	UNCT, Resources Department; SDG Partnership Platform

<p>blended financing options 2) Include a protocol for agencies on appropriate approaches to donors and other funders and partners in this strategy.</p>		<p>The UN Operations and Management Team will work closely with technical/programme officers to cost the UNDAF (2018-2022). Discussions will also be held with Government of Kenya /Aid Effectiveness/Treasury to harmonizing financing mechanisms/modalities.</p> <p>Through the UNDAF as a strategic vehicle for change, the UN will further strengthen and convene partnerships beyond the traditional for SDG implementation brokering effective responsiveness to emerging issues. This will include working closely with key institutions such as the World Bank and the Africa Development Bank who are making significant difference in Kenya.</p>			
<p><b>Recommendation 5 Programming – Resilience</b> 1. Ensure that Resilience features prominently in the new UNDAF in a Strategic Results Area 2. Formulate a Joint Programme with a Resilience-building theme, drawing on the collective experience and expertise of the Kenya UNDS,</p>	<p>Fully Accepted</p>	<p>The current UNDAF 2014 - 2018 did not adequately address humanitarian as a catalytic process to trigger and entrench longer-term development. Though Strategic Result Area 4 of the UNDAF articulated various interventions on resilience, there was however needing to strengthen the horizontal and vertical linkages with other UNDAF strategic Areas given that resilience is a cross cutting thematic area.</p> <p>The next UNDAF will address resilience as a key programming principle cutting across all the UNDAF interventions. Implementation and coordination</p>	<p>1.Targeted approach to ensure that resilience is well articulated and entrenched in the UNDAF 2018- 2022 results framework.</p> <p>2. Develop and operationalize joint programmes/ area based programmes/regional programmes such as FCDs among others to build communities resilience</p>		<p>UNCT, PMT, SRA WGs</p>

<p>including collaboration with the Global Policy Centre on Resilient Ecosystems and Desertification, among others.</p>		<p>mechanisms (joint programmes/joint workplans/interagency technical working groups) will be explored.</p> <p>To address the inequalities that persist across counties in Kenya especially in the very marginalized and hard to reach areas leaving the youth and other vulnerable groups in the periphery of development the UN in Kenya will continue to prioritize programming and implementation in these areas to strengthen the nexus between resilience and development “leaving no one behind” support.</p>	<p>3. Establish technical working group(s) that provide support to the SRAs ensuring better horizontal and vertical linkages, avoiding duplication built on innovative strategies and partnerships,</p>		
<p><b>Recommendation 6</b> <b>Gender</b> <b>Develop a UNCT-wide gender strategy</b> to articulate a consistent approach for its integration, monitoring and measurement in all the SRAs in the next UNDAF cycle</p>	<p>Fully accepted</p>	<p>A deliberate effort has been made to mainstream gender equality and women’s empowerment principles into the UNDAF results framework. Gender programming has also been embedded in the Flagship programs and the joint programmes. In 2017 the joint programme on GBV was fully operationalized.</p> <p>There is still needed to better institutionalize mainstreaming of gender- by strengthening leadership, capacity and architectural requirements as outlined in the draft Gender Score Card (2017). This will require UNCT-Wide commitment.</p>	<p>1. Finalize and disseminate the Gender score card (2017)</p> <p>2. Develop management response for the score card observations/ratings</p> <p>3. Strengthen the Gender technical working group especially technical support to the UNDAF strategic result Area Groups</p>		<p>UNCT, Gender Technical Working Group (GTWG), consultant</p>

<p><b>Recommendation 7 (and recommendation 14 respectively) Development Financing</b>  Convene a day long workshop by an accredited institution for the UNCT to provide them with an intermediate level of understanding on impact investment and other blended financing options and how they can support the achievement of the SDGs.</p>	<p>Fully Accepted</p>	<p>In 2017 the SDG Partnership Platform was established and operationalized for expanding Development Financing and Private Public Partnerships.</p> <p>The Platform's focus is to unlock private capital for accelerating the impact of SDG through multi-sectoral collaboration. This is an innovative multi-sectoral initiative forging partnerships to leverage private capital, bridging the gap between limited resources and increasing development funding needs. The sources range from SDG aligned PPP investments in Kenya to complementing philanthropic and multi-sectoral contributions.</p> <p>Focal points representing different agencies on the platform have been appointed. There is also need to create further awareness and build knowledge on the SDGPP within the UNCT and among agencies</p>	<p>1.Hold regular meetings with the focal points for specific agencies</p> <p>2. Have a session on SDGPP during the UNCT retreat for 2018 and other need based awareness sessions</p>	<p>2018</p>	<p>National Treasury, UNCT, PMT, SDG Partnership Platform</p>
<p><b>Recommendation 8 Programming – Turkana Flagship</b>  1) Conduct a needs assessment to inform a new project document  2) Ensure its alignment with the priorities expressed in the new Turkana County Integrated</p>	<p>Accepted</p>	<p>Turkana County is one of the devolved units of government where development partners including the UN have had enormous interest and investments. Since 2014, the UN, development partners and the Turkana County Government have established a working arrangement for implementing support to devolution in Turkana as a model for strengthened partnerships, better coordination and harmonization</p>	<p>Given that development of the Turkana Area Based Programme was based on the current UNDAF (2014-2018) which is coming to an end, a review of the programme is at a critical stage to inform its next phase.</p>	<p>2018 December</p>	<p>UNRCO, PMT, Turkana Joint Programme agencies, funders, county, NSC Secretariat, consultant</p>

<p>Development Plan (CIDP) 2018-2023; and with relevant areas of the 2018-2022 UNDAF, and with activities by other Development Partners (DPs) active in Turkana</p> <p>3) Engage a senior Chief Technical Advisor (CTA) to ensure strong programming and reporting coordination of all the partners working in this Joint Programme</p> <p>4) Propose alternative funding modalities to donors who currently support the Turkana JP agencies' activities and who do not want to channel their future support through the Programmer's Multi-Partner Trust Fund (MPTF)</p> <p>5) Include the National Steering Committee (NSC)</p>		<p>of aid effectiveness at a subnational level.</p> <p>In the context of the United Nations Development Assistance Framework (UNDAF) and in line with the UN's <i>"Delivering as One"</i> approach, the United Nations System in Kenya mobilized all its agencies, funds and programmes to formulate a programme to support the implementation of Turkana County Integrated Development Plan (CIDP) in full partnership with Turkana County stakeholders.</p> <p>To improve coordination and partnerships and to reduce transaction costs on common processes and services, the partners established the Delivering as One (DAO) Office with a secretariat in Turkana County. The Joint secretariat between the County Government and development partners is the coordination hub in the region and it plays a key role in facilitating and convening joint programme design and implementation. The secretariat supports the county government in better coordination and implementation of joint services such as joint planning and implementation of projects, joint monitoring and evaluation, joint communication and joint reporting of development results under 4 strategic result areas:</p>	<p>RCO will in 2018 commission the review accompanied by a management response on immediate actions that need to be addressed in the next phase of the programme.</p> <p>The Terms of refence of the review will focus on program design, results, partnerships and coordination mechanism (with GOK at national and county level, with donors and other stakeholders) key lessons and recommendations.</p>		
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<p>Secretariat in these processes</p>		<p>Governance, human capital development, inclusive economic growth and environmental sustainability and human security.</p> <p>A key challenge that the flagship programme has experienced since its inception is limited resources against the high demands for technical and coordination support to the County Government. With establishment of the Turkana Multi-Partner Trust Fund it is expected that the Joint programme and the Fund will attract funding support from potential donors.</p> <p>It is also expected that the Turkana County Government, the UN and development partners will continue to support and strengthen Delivering as one (DaO)</p>			
<p><b>Recommendation 9 Capacity Building; working in a devolved context</b></p> <p>1) Conduct an UNDAF-wide assessment of institutional and individual capacity building support to the Go during the 2014-2018 UNDAF to determine its</p>	<p>Fully accepted</p>	<p>Substantial progress has been made in enhancing capacities of UNDAF stakeholders- GOK institutions, Counties, community groups, women, youth and vulnerable groups to effectively participate in contributing to UNDAF results across all SRAs.</p> <p>The next UNDAF will also continue to invest on strengthening capacities at nation, institutional and county level.</p>	<p>1.RCO will Work closely with PMT to develop and implement TORs for the assessment and mapping</p> <p>2. During development of UNDAF (2018-2022) workplans hold discussions across and within SRAs to avoid duplication of capacity building initiatives</p>	<p>2018 December</p>	<p>PMT, M&amp;E WG, SRA WGs, consultant</p>

<p>outcomes and to identify any gaps in it 2) Based on this assessment, and in liaison with other DPs, develop an UNDAF-wide strategy for national and subnational institutional capacity building, to increase the sustainability of UNDAF outcomes, as well as to reduce duplication of other DPs' initiatives</p>		<p>A capacity assessment and mapping as recommended by the evaluation will be appropriate to inform the next phase of programming and implementation.</p>	<p>3. UNDAF thematic technical work groups such as SDGs and devolution technical working groups should ensure that capacity building initiatives are harmonized to ensure quality while avoiding duplication</p>		
<p><b>Recommendation 10</b> <b>Programming – Youth Learning for Employability</b> Formulate a Joint Programme on youth learning for employability, building on gains from current UNDAF youth-focused activities, including the micro-learning skills building initiative in Bashara Centre, Marabi</p>	<p>Fully accepted</p>	<p>The UN in Kenya has recognized employment creation as key strategic priority, to address the rapidly growing population that offers opportunities for growth. This demographic dividend will be achieved through focusing concerted efforts on ensuring youth empowerment. The UN will as a key strategic priority support the GOK to create 5 million jobs by 2022. The support will target the 1 million young people who enter the labor market Youth every year.</p>	<p>1. Outline a clear theory of change with clear outcomes for creating employment through the next UNDAF (2018-2022).  2. Explore effective and efficient implementation and coordination modalities and mechanisms informed by evidence to realize the ambition. One option may be to establish a joint programme on Employment.</p>	<p>2018-2022</p>	<p>UNCT, PMT, SRA WGs</p>

			The joint programme should outline a realistic funding and resource mobilization strategy and a monitoring and communications framework that will communicate results		
<p><b>Recommendation 11</b></p> <p><b>Programming Principles: Gender and Human Rights</b></p> <p>To improve the integration of gender and human rights as a single Programming Principle in the new UNDAF,</p> <p>1) Use the alliance between OHCHR and GTWG to ensure that an expert on gender and HR is included in each SRA WG</p> <p>2) Articulate and use SMART indicators to monitor and assess the integration of gender, HR and other programming principles in the 2018-2022 UNDAF</p>	Fully accepted	<p>In the current UNDAF 2014-2018, integration of gender and human rights principles needed a more deliberate effort both at program design and implementation. At the design, though the results framework included gender and human rights in the outcome and output statements, there was need to have a monitoring framework in place to track implementation and realization of actual results.</p> <p>Though the gender technical working group was established to support the UNDAF through the strategic results areas, there was need to clarify modalities and expectations of the support.</p> <p>With these realization, efforts have been stepped up to mainstream gender and human rights as key guiding principles in the next UNDAF (2018-2022). Consultations on the appropriate coordination and implementation mechanisms are ongoing.</p>	<p>1. Integrate gender and human rights in the new UNDAF-strategic priorities and the results framework</p> <p>2. Depending on the outcome of ongoing consultations, establish a technical working group for gender and human rights as key UNDAF guiding principles. The TWG will coordinate implementation and provide technical support to the UNDAF Strategic Result Area Groups.</p>	2018-2022	M&E TWG, Gender TWG, OHCHR

<p><b>Recommendation 12 Knowledge Management</b></p> <p>1) Ensure that SRA WG minutes and joint monitoring reports and any other documents resulting from these activities are archived with the UNRCO, to strengthen UNDAF knowledge management</p> <p>2) Upload these materials, as appropriate, on the UN INFO site once it is launched in Kenya</p>	Fully accepted	RCO has explored many options to improve Knowledge management and information sharing for both internal and external publics. The RCO website is now in use but there is need to make it more interactive. Once fully operationalized, RCO in Kenya will adopt the Global Information management system that UNDG is developing.	<p>1.Establish use of the global information management system</p> <p>2. Review optimization of the Current RCO website, making it more user friendly and resourceful</p>	2018-2022	RCO/M&E Technical Working group
<p><b>Recommendation 13 Monitoring and Evaluation</b></p> <p>1) Utilize existing data sets produced by Go and other organizations where needed</p> <p>2) Formulate the M&amp;E plan concurrently with formulation of new UNDAF</p> <p>3) Strengthen subnational partners'</p>		Though a monitoring and evaluation strategy for the current UNDAF was established, its implementation was weak. Monitoring of the UNDAF was further challenged by a weak results framework which had over 42% of the indicators not monitorable. Baselines provided were not accurate and most targets were not defined. This further frustrated effort to align and even link the UNDAF M&E framework with the National Integrated Monitoring and Evaluation System	<p>1.Develop a costed M&amp;E plan for the UNDAF</p> <p>2.Strengthen capacity of GOK on data accountability- the strategy and interventions for this should be outlined in the UNDAF with</p>	2018-2022	UNCT; PMT; M&E TWG; SRA WGs

<p>M&amp;E capacities: see below, “Recommendations: Capacity Building”</p>		<p>The next UNDAF will ensure better formulation of indications aligned to SDGs and the national monitoring data sets and systems. Development of a costed M&amp;E system for the UNDAF will also be undertaken for the new UNDAF.</p> <p>Establishment and use of the global information management system will also improve tracking and reporting of Results</p>	<p>3. Explore and hold consultations on UN joint coordination and implementation modalities towards strengthening the capacity of GOK and relevant institutions to collect and manage data. This will optimize resource use and avoid duplication by single agencies. One option will be for the UN to put in place a joint programme for this purpose.</p>		
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<p><b>Recommendation 14</b>  <b>SD Partnership Platform</b>  1) Update the UNCT and PMT on a regular basis on purpose and activities of the Platform and its brokerage of catalytic partnerships  2) Include any other agency staff responsible for resource mobilization in these sessions  Programming – Area Based Programming (ABP) working in a devolved context  Review lessons learned on ABP as a nationwide programming modality in other decentralized contexts to determine its appropriateness for UN programming in Kenya</p>		<p><b>Addressed in recommendation 7</b></p>			<p>SDG Partnership Platform, UNCT, PMT</p>
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