



UN  
DP

KENYA



# 2020 ANNUAL REPORT

With 2019 highlights



#### **Acknowledgement:**

UNDP Kenya acknowledges the Government of Kenya, development partners, civil society, the private sector and implementing partners that play a critical role in the transformational growth of our communities. The support and partnership received contribute towards the delivery of our programmatic interventions and the results captured in this report.

**Disclaimer:** The 2020 Annual Report covers the period from 1 January 2019 to 31 December 2020. All necessary efforts have been taken to make sure that information contained in this publication is correct and not misleading. However, the possibility of errors or unintentional omissions cannot be excluded.

**For enquiries, contact:** United Nations Development Programme, KenyaUN Office in Nairobi (UNON)  
UN Gigiri Complex, Block M, LEVEL 3 | P.O. Box 30218-00100, Nairobi, Kenya

**Telephone:** +254 20 762 4307 | **Email:** registry.ke@undp.org | [www.ke.undp.org](http://www.ke.undp.org) |  
**Twitter:** @UNDPKenya | **Facebook:** @UNDPinKenya | **Instagram:** undpkenya

Any use of information, in full or in part, should be accompanied by an acknowledgement of UNDP Kenya as the source. All rights reserved.  
© UNDP Kenya 2021

# CONTENTS



Strategic Overview

Programmatic Overview

COVID-19 Response and Recovery

Governance, Peace and Security

Inclusive Growth

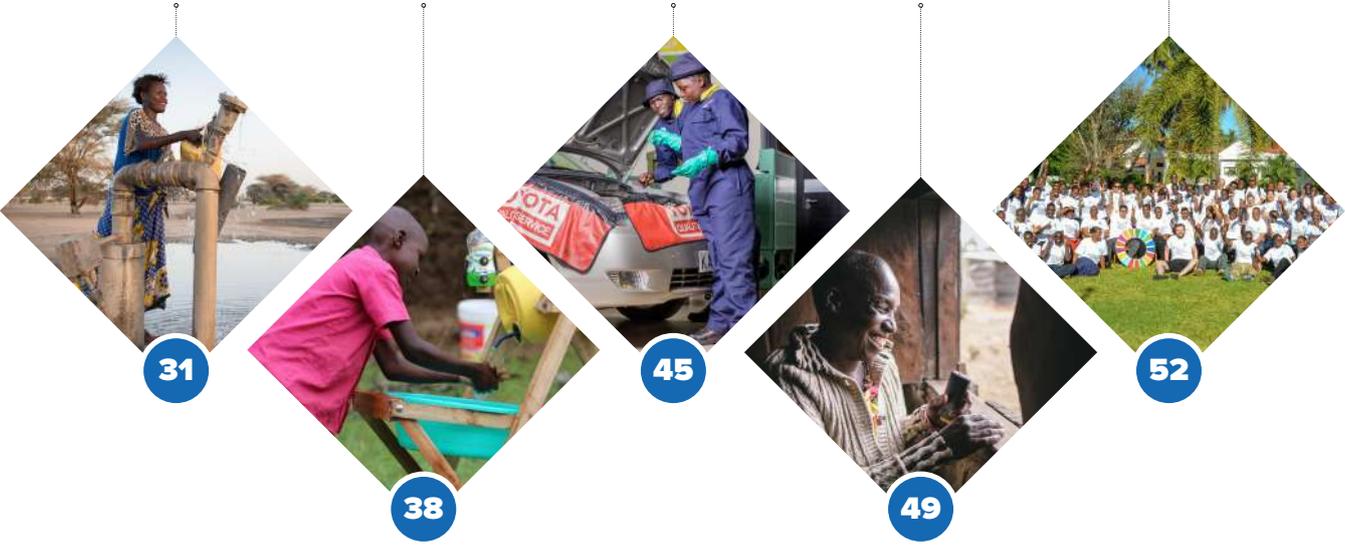
Environmental Sustainability, Climate Change and Resilience

Youth and Transformation

Strengthening Business Continuity and Efficiency

Financial Income and Expenditure

UNDP Kenya Staff



# ACRONYMS AND ABBREVIATIONS

<b>ABS</b>	Access and Benefits Sharing
<b>ADR</b>	Alternative Dispute Resolution
<b>ASALs</b>	Arid and Semi-Arid Lands
<b>CIDPs</b>	County Integrated Development Plans
<b>CO</b>	Country Office
<b>CoG</b>	Council of Governors
<b>CPD</b>	Country Programme Document
<b>CSICs</b>	County Security and Intelligence Committees
<b>CSOs</b>	Civil Society Organisations
<b>CVE</b>	Countering Violent Extremism
<b>DESK</b>	Deaf Empowerment Society of Kenya
<b>DRM</b>	Disaster Risk Management
<b>DRR</b>	Disaster Risk Reduction
<b>EKN</b>	Embassy Kingdom of Netherlands
<b>FCPF</b>	Forest Carbon Partnership Facility
<b>FY</b>	Financial Year
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environmental Facility
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>GHG</b>	Greenhouse Gas
<b>GIS</b>	Geographic Information System
<b>HDI</b>	Human Development Index
<b>HIV</b>	Human Immunodeficiency Virus
<b>IEBC</b>	Electoral and Boundaries Commission
<b>KDF</b>	Kenya Defense Forces
<b>KIHBS</b>	Kenya Integrated Household Budget Survey
<b>KIRDI</b>	Kenya Industrial Research and Development Institute
<b>KNAP</b>	Kenya National Action Plan
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KNCHR</b>	Kenya National Commission on Human Rights
<b>LMIC</b>	Lower middle-income country
<b>LPCs</b>	Local Peace Committees
<b>MEPS</b>	Minimum Energy Performance Standards

<b>MIC</b>	Middle-income Country
<b>MSF</b>	Multi-Sectoral Forum
<b>MTP</b>	Medium Term Plan
<b>MWA</b>	Medical Welfare Association
<b>NCCAP</b>	National Climate Change Action Plan
<b>NCTC</b>	National Counter Terrorism Center
<b>NDMA</b>	National Drought Management Authority
<b>NPS</b>	National Police Service
<b>NYS</b>	National Youth Service
<b>ORPP</b>	Office of the Registrar of Political Parties
<b>PC</b>	Performance Contacts
<b>PFM</b>	Public Financial Management
<b>PMS</b>	Performance Management Systems
<b>PVE</b>	Prevention of Violent Extremism
<b>PWDs</b>	Persons with Disabilities
<b>REDD+</b>	Reducing Emissions from Deforestation and forest Degradation
<b>SBEC</b>	Sustainable Blue Economy Conference
<b>SDGs</b>	Sustainable Development Goals
<b>SEPA</b>	Swedish Environmental Protection Agency
<b>SGBV</b>	Sexual and Gender-Based Violence
<b>SRAs</b>	Strategic results areas
<b>UN</b>	United Nations
<b>UNCCD</b>	United Nations Conventions to Combat Desertification
<b>UNCT</b>	UN Country Team
<b>UNDAF</b>	UN Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNDS</b>	UN Development System
<b>UNICEF</b>	The United Nations Children's Fund
<b>UNOHCHR</b>	Office of the High Commissioner on Human Rights
<b>UNSCR</b>	UN Security Council Resolution
<b>VNR</b>	Voluntary National Report
<b>WASH</b>	Water, Sanitation and Hygiene



# STRATEGIC OVERVIEW

For 2019 Highlights scan below



# FOREWORD



**Walid Badawi**  
UNDP Resident Representative

After a relatively robust economic performance in 2019, like many other countries around the world, Kenya's socio-economic and healthcare systems were hit hard by the COVID-19 crisis in 2020. The economy was impacted by the dampening effects on domestic activity due to the containment measures, and behavioural responses, trade and travel disruption that ensued. Real GDP contracted by 5.7% in the second quarter of 2020 compared to a growth of 5.3% in the second quarter of 2019. We have seen the domino effect of the pandemic and its impacts on tourism revenues, public services and administration, transport, communications, financial services, real estate, the closure of schools and pressure on household income. The IMF estimates that economic growth slowed to a low of 1% in 2020 with nominal growth of 2.2% projected in 2021.

The pandemic has exacerbated food insecurity and poverty by 4%, seriously impacting livelihoods with sharp decreases in incomes and employment. A survey conducted by the Kenya National Bureau of Statistics (KNBS) in May 2020 indicates that the labour participation rate has fallen significantly. There is uncertainty about when most workers will be able to return to their jobs.

In response to the pandemic, President Uhuru Kenyatta spearheaded an effective response anchored on both fiscal and monetary policies to support the healthcare system, to protect the most vulnerable households and support firms to preserve jobs, incomes and the economy's productivity potential. Although tax revenue dropped; expenditures were raised to strengthen



Real GDP contracted by 5.7% in the second quarter of 2020 compared to a growth of 5.3% in the second quarter of 2019.



The IMF estimates indicate that economic growth could slow to **1.0%** in 2020 and an increase of **2.2%** in 2021.

the capacity of the healthcare system to manage infections, protect the most vulnerable households and support businesses.

To support the Government's response to the pandemic, the UN, under the technical leadership of UNDP, developed the Kenya COVID-19 Socio-Economic Response Plan and provided technical and financial support towards the Government's two-year Economic Recovery Strategy and the County COVID-19 Social-Economic Reengineering and Recovery Strategy. These strategies provide the socio-economic response to COVID-19 in Kenya based on five critical pillars: health services and systems; social protection and basic services; protecting jobs and small and medium-sized enterprises, and the most vulnerable productive actors; macroeconomic response and multilateral collaboration; and social cohesion and community resilience. This is anchored on the 2030 Agenda for Sustainable Development and the SDGs which provide a pathway for Kenya to "build forward better". A critical enabler for building forward better is innovation. It was therefore timely and opportune that in October 2019, a few months before the onset of COVID-19, UNDP Kenya had successfully launched the Accelerator Lab focusing on youth unemployment. The Lab provided a crucial platform for UNDP to invest in and spur innovation including through "the Great COVID-19 Innovation Challenge" amongst others.

Another key highlight for 2020 was the support provided to the Government of Kenya in deepening the country's SDGs engagement through the Voluntary National Review (VNR). UNDP Kenya assisted with the progress review of the SDGs at national and sub-national levels on the successes, challenges and lessons learned, with a view to accelerate the implementation of the 2030 Agenda through strengthened policies and institutions and multi-stakeholder support and partnerships. In the context of COVID-19, UNDP Kenya led the reprogramming and repurposing of resources to support state agencies, civil society, and the private sector to prepare, respond and recover from COVID-19. The UN Socio-Economic Response, the National Economic Recovery Strategy and the County level Socio-Economic Recovery and Reengineering Strategy provided the groundwork through which the UN and government can look beyond recovery, towards 2030 through governance, social protection, green economy, and digital disruption.



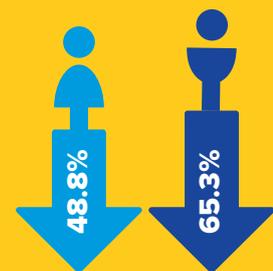
**4%**

exacerbated  
food insecurity  
and poverty.



**DROP TO  
56.8%**

**Labour participation rate** has fallen significantly. World Bank data shows that in 2019, Kenya had a labour-force participation rate of **75%**; this rate fell to **56.8%** in April 2020.



The percentage of the population in active employment has fallen to **65.3%** of men and **48.8%** of women.

**61.9%**  
absent  
from work



Individuals absent from work due to COVID-19 related challenges was **61.9%** up from **49.9%** in May 2020. Of the individuals absent from work, **77.8%** were unsure when they would resume.

Additionally, through the flagship initiative SDG Impact, UNDP Kenya embarked on a process of mapping out potential opportunities for private sector investment in the SDGs in Kenya. Recognizing that the private sector can play a fundamental role if the world is to achieve the Goals, ensuring economic growth and poverty reduction that does not come at the expense of environmental damage, climate change and social and income inequalities remains a key priority. Therefore, the SDG impact offers a pathway to upscale the contribution and participation of the private sector through sustainable investments towards the attainment of the SDGs in line with the national and sector-specific policy priorities as outlined in the Big Four Agenda, the Medium-Term Plan III, and the Kenya Vision 2030.

UNDP Kenya also established a multi-stakeholder all-inclusive Youth Sounding Board, as a critical vehicle that UNDP will use to engage directly with a small but highly representative and diverse panel of young women and men leaders, influential youth voices and representatives of institutions key to the implementation of the youth development agenda in Kenya. The Youth Sounding Board is a product of consultations between UNDP and the Ministry of

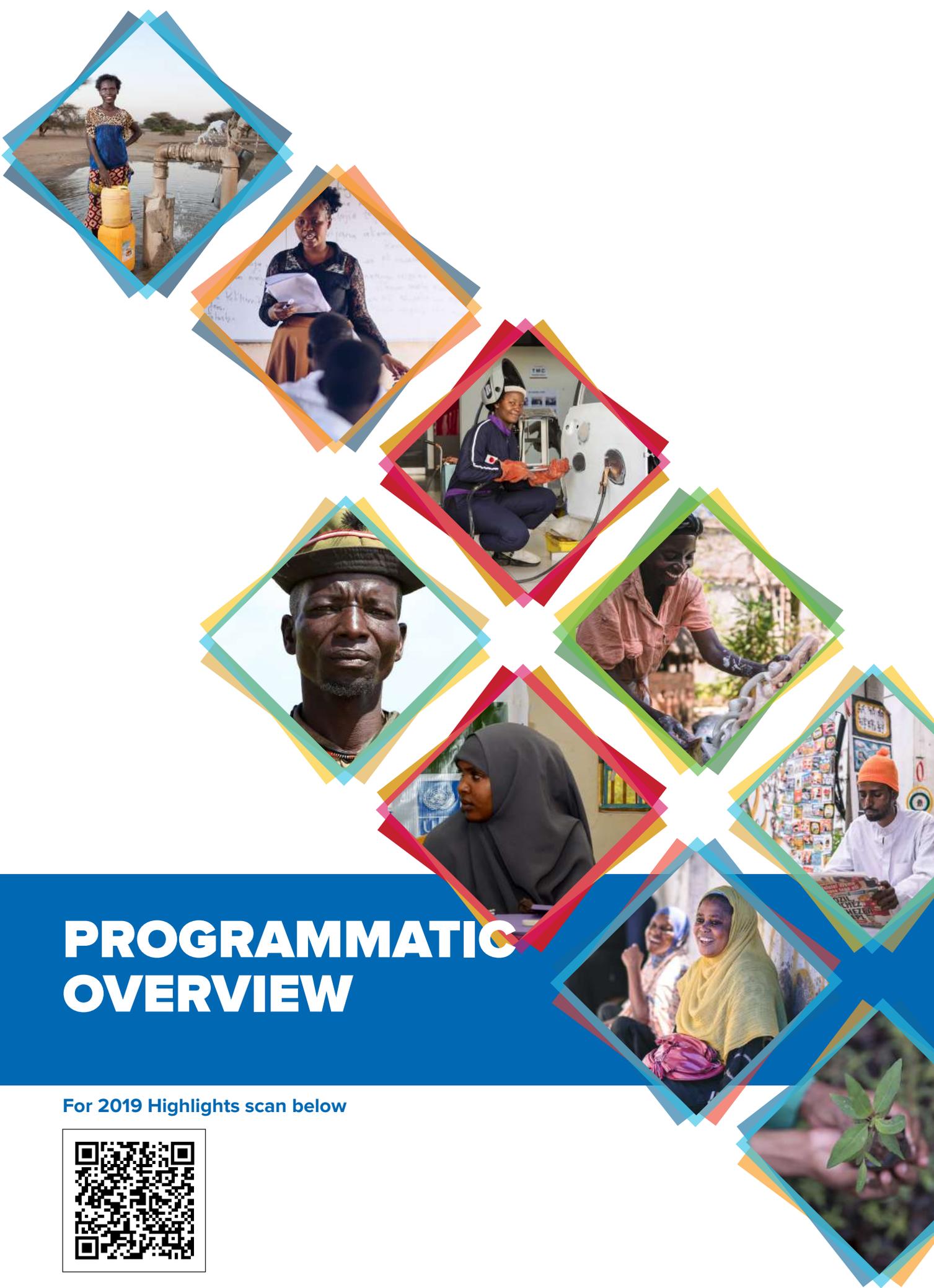
ICT, Innovation and Youth Affairs and championed by UNDP as a programmatic platform of engagement.

The Youth Sounding Board will embrace diversity as a critical mechanism to ensure that different opinions are brought to the table and that issues affecting young people, as well as their aspirations, are well represented and integrated into development solutions offered by UNDP.

Our 2019-2020 report, which features key development outcomes during this period, allows us to look back at an unprecedented period in history that was challenging on many fronts but also offered an opportunity to think differently about our future and dare to take risks and invest in innovative approaches that hold promise to change the future course of development that can advance human development while at the same time respecting planetary bounds. It is my honour to present to you the highlights of UNDP's support towards Kenya's development agenda as agreed in our Country Programme Document (CPD) in collaboration with the Government of Kenya, development partners, the private sector and civil society, as part of our offer and progress within the wider UN family in Kenya.



Youth Sounding Board members with Chief Administrative Secretary, Ms. Nadia Ahmed Abdalla of Ministry of ICT, Innovation and Youth Affairs, UNDP Deputy Resident Representative Programmes Ms. Mandisa Mashologu and UNDP Resident Representative, Mr. Walid Badawi.



# PROGRAMMATIC OVERVIEW

For 2019 Highlights scan below





**Ms. Mandisa Mashologu**  
UNDP Deputy Resident  
Representative Programmes



**Mr. Taye Amssalu**  
UNDP Deputy Resident  
Representative Operations

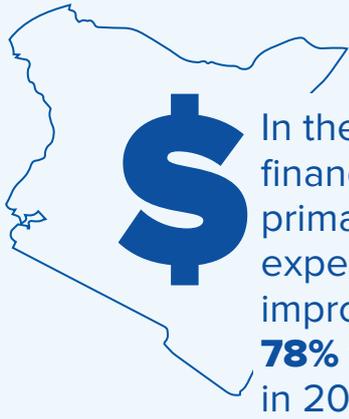
In line with the Country Programme Document 2018-22, UNDP supported the improvement of the capacity of county governments to absorb allocated resources in delivering equitable, transparent, and accountable services to citizens. UNDP continued to strengthen national and county government capacity to absorb allocated budgets for development activities. In the 2019/20 financial year, primary county expenditures improved to 78% from 75% in 2018/19.

The impact of COVID-19 and its complexities are multidimensional and demonstrate a need for integrated and systematic policy responses within and across the country.

The current UNDP Kenya Country Programme Document (2018-2022) seeks to address youth unemployment through scalable pilot fruit agro-processing and livestock value chains in selected counties. In addition, it aims to improve stakeholder capacities to access entrepreneurship opportunities, particularly for young men and women and persons living with disability and create an enabling environment for business development. UNDP's work in 2020 has mainly entailed safeguarding the economic opportunities and productive capacity of vulnerable groups (including women and youth) against economic shocks occasioned by the COVID-19 pandemic. The achievements thus included improving the coordination mechanisms for stakeholders and bettering the policy and institutional coordination for MSMEs and households in services and extractive sectors.

UNDP continues to improve on its business processes as well operations – both in terms of addressing the development challenges of the country or serving other UN entities. Innovation is at the core of not only how we programme but also how we conduct ourselves operationally. Through our operations, we place our clients and partners at the centre of what we do - these include other UN Agencies, our implementing partners, and the people of Kenya, who as a result of our work stand to benefit through reduced inequalities and improved socioeconomic circumstances.

As we worked during the year, our business processes continued to evolve through introduction of innovative approaches and continuous improvement based on feedback we received both internally and externally.



In the 2019/20 financial year, primary county expenditures improved to **78%** from 75% in 2018/19

Proportion of county government budgets allocated to children, youth and women increased to **41%** in financial year 2019/20 from **31.2%** in financial year 2016/17 while the National Government (NG) allocation to children, youth and women was **27%**, 8 percentage points below the target of **35%**.




UNDP provided technical and financial support to Kenya to prepare the second Voluntary National Report (VNR) in 2020 which was presented at the High-Level Political Forum (HLPF). Kenya was among the **20** countries that submitted a second VNR in 2020.

Youth unemployment to be addressed through scalable **pilot fruit agro-processing and livestock value chains** in selected counties.

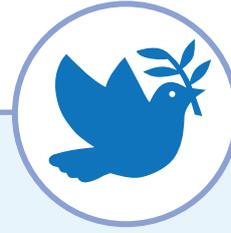


Improve stakeholder capacities to access entrepreneurship opportunities, particularly for young men and women and persons living with disability and create enabling environment for business development.

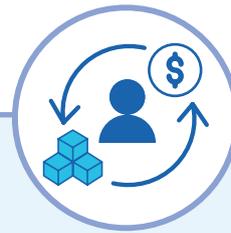




Progress under **CPD Outcome 1, which states, by 2022 Kenyans will have access to high-quality, well-coordinated, integrated, transparent, equitably resourced, and accountable devolved service**, focused on the partnership with the Council of Governors (CoG) and the County Assemblies Forum (CAF) to ensure business continuity by county governments during the pandemic. With the repurposing of USD 3.1m under the UNDP-UNICEF-UN Women Joint Devolution Programme, UNDP supported enhanced coordination between the national and county governments in COVID-19 crisis management/ response and health systems strengthening in waste management, procurement of PPEs and non-medical commodities, capacity building for healthcare workers and deployment of 50 UNVs in 14 counties. The CO's strategic communication including tackling coronavirus misinformation strengthened the country's public health efforts to combat COVID 19. The Strengthening Public Accountability and Integrity Systems project enhanced transparency in the use of COVID 19 related resources.



In pursuance of **CPD Outcome 2, which states, by 2022 Kenyans will live in a secure, peaceful, inclusive, and cohesive society**, the CO leveraged the national and county peace architecture for national cohesion and conflict prevention, leading the development of a "National Prevention and Peacebuilding Strategy on COVID-19 Response and Recovery" to avert civil unrest, and violent conflict that may arise from the knock-on effects of the pandemic.



Finally, with respect to **CPD Outcome 4, which states, by 2022 Kenyans will benefit from sustainable natural resource management and resilient green economy**, UNDP support enabled submission of Kenya's updated Nationally Determined Contributions. The Nationally Determined Contribution (NDC) revision process culminated in submission of an ambitious NDC Update to the UNFCCC on 24th December 2020. The new NDC articulates a 32% emission reduction target, an additional 2% to what was submitted in the previous NDC submitted to the UNFCCC in December 2016. This increased ambition in emission reductions as well as climate finance for mitigation and adaptation in the NDC was announced by the President in the Global Climate Ambition Summit.



Support to the economic pillar under **CPD Outcome 3, which states, by 2022, productivity in services sectors, agriculture, manufacturing, extractives, "blue" economy, and their value chains increased**, ensured business continuity in the Micro and Small Enterprises Authority (MSEA). An assessment of the impact of COVID-19 MSMEs was conducted as well as targeted interventions to support youth employment.

# UNDP IN KENYA

As the leading UN agency in Kenya, UNDP has been working at the national and county-levels since 1966, serving as the Government’s development partner of choice. In the last decade, UNDP played a leading role in developing the Millennium Development Goals (MDGs), the Sustainable Development Goals (SDGs) and facilitated implementation of the SDGs through its work in Kenya. UNDP is accorded significant responsibilities to support the UN Resident Coordinator and the UN Country Team towards facilitating the country in achieving the SDGs through integrated solutions that focus on systems, root causes as well as challenges that impact people’s daily realities.

Informed by the Country Programme Document 2018 – 2022, UNDP supports the government by investing in areas that address the needs of the Kenyan people. Working in collaboration with the UN family in Kenya, UNDP invests in governance, peace and security; inclusive growth and structural transformation; and environmental sustainability, climate change and resilience interventions which are in line with national priorities. Over this period, UNDP plans to invest US\$185 million in Kenya’s development efforts. To deliver this, collaborations with stakeholders at all levels is key. In line with the SDGs, particularly SDG 17, stakeholders from all diverse backgrounds are needed to ensure that we drive sustainability through partnerships.

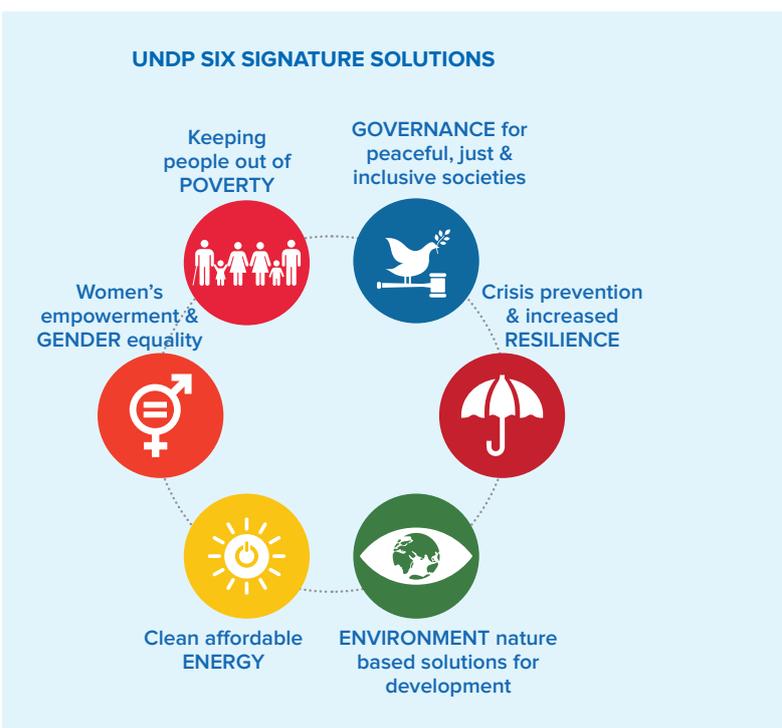
UNDP is supporting the Government to deliver development results to over 47 million Kenyans through its long-term plans stipulated in the Vision 2030 and the Big Four Agenda which are being implemented through the Medium-Term Plans (MTPs) aimed at transforming Kenya into a “newly industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment.”

Working under the United Nations Development Assistance Framework (UNDAF) 2018-2022 UNDAF, UNDP is working with other UN Agencies in Kenya under the UN principles of ‘Delivering as One’ (DaO), aimed at ensuring Government ownership, as well as internal coherence among UN agencies and programmes operating in Kenya.

The UNDAF reflects the efforts of all UN agencies working in Kenya and is shaped by five UNDG

programming principles: Human Rights-based approach, gender equality, environmental sustainability, capacity development, and results-based management.

The United Nations Country Team, under the leadership of the UN Resident Coordinator, is responsible for the implementation of the UNDAF. Under the DaO “One Leader” approach, the Resident Coordinator and the UN Country Team are responsible for the oversight of the Results Groups, the Operations Management Team and the Country Communications Group. The National Steering Committee oversees directly the One Budgetary Framework and Programme.



# DEVELOPMENT PARTNERS

## CORE AND NON-CORE





# COVID-19 RESPONSE AND RECOVERY

Following the outbreak of the COVID-19 pandemic measures enacted by the Government of Kenya to protect lives and allow health care systems to cope such as isolation, lockdowns, and widespread closures to slow the spread of the virus severely impacted on economic activity. The disproportionate impacts of COVID-19 on women, youth and marginalised communities, including poor communities in Kenya’s urban centers, has led to increased poverty levels that are likely to drive an increase in crime incidences. UNDP leveraged on digital innovative technologies and practices to augment business development services and entrepreneurial capacities and business continuity along selected value chains through access to data and inclusive business opportunities to support government to prepare, respond and recover from COVID-19 in line with UNDP’s global offer on COVID-19.

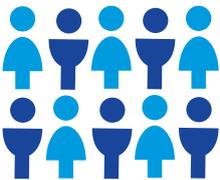
Further, in line with the UN Secretary-General’s mandate for UNDP, as the technical lead on socio-economic response and recovery, UNDP worked closely with the U.N. Resident Coordinator and the U.N. Country Team in Kenya to respond to the Government’s requests for socio-economic assessments, support and implementation of the national COVID-19 response and recovery plans. UNDP put its assets at the disposal of the U.N. system to facilitate a response that builds on the expertise of the entirety of the U.N. System and provided the integrated policy advice and implementation support required in a development emergency setting.

Like in other countries the UN’s, and indeed UNDP’s support, followed the five pillars of the UN Secretary-General’s Socio-Economic Response Plan, namely: 1. strengthening the health system, 2. protecting lives and ramping up social protection; 3. protecting jobs, small and medium-sized enterprises, and vulnerable workers in the informal economy; 4. macro-economic response and multilateral collaboration; and 5. social cohesion and community resilience. UNDP provided targeted policy, technical, analytical, advisory, human resources, communication, and financial assistance to the Government of Kenya to prepare, respond and recover from COVID-19 with the SDGs as the compass. Some highlights of UNDP’s COVID-19 support included:

**In 2020, UNDP in Kenya mobilised over USD 7 million in support of COVID-19 response efforts:**

Technical leadership support in the drafting and implementation of the UN COVID-19 Socio-Economic Response Plan, technical and financial support towards the Government of Kenya National Economic Recovery Strategy led by National Treasury and Planning and the County COVID-19 Social-Economic Re-engineering and Recovery Strategy led by the Council of Governors.





Increased health response capacity through the deployment of **50 UNV frontline health workers** in **14 counties** placed in hospitals and medical facilities to counties most in need under the U.N. Joint Devolution Programme implemented in collaboration with our sister agencies UNWOMEN and UNICEF - in partnership with the Ministry of Devolution and ASALs.

Procurement of Testing kits valued at **230,000 USD** and personal protective equipment (PPEs) valued



at over **200,000 USD** to further complement our contribution to partner institutions for the continuity of business in various government institutions including MoH, EACC, Council of Governors, Ministry of Environment and Forestry amongst others with a focus on “Buying Kenya and Build Kenya” also to foster local economic revitalisation.

Enhanced/facilitated safe management of waste through **procurement and distribution of Waste disposal Equipment** to **13** health facilities across **4** counties through our Global Environment Facility (GEF) supported programmes in collaboration with the Ministry of Environment and Forestry. Procurement of **2** Medical waste microwaves for Migori and Siaya Counties valued at **400,000 USD**.



Raised awareness through **provision of factual information and communication of COVID-19** – including addressing gender-based violence and access to justice through our partnership and collaboration with civil society organisations, the County Assemblies Forum, and County Governments.



**Supported innovations** from brilliant Kenyan youth that with the right support can hold the keys to doing development differently and building forward better through the Great COVID-19 Innovation Challenge.

Enhanced the capacity and safety of frontline Health Care Workers through procurement and deployment of the **pilot smart anti-epidemic robotic solutions**, valued at **320,000 USD** and funded by the Government of Japan.

Supported numerous innovations from Kenyan youth that have demonstrated that with the right support and incentives, development can be done differently, and we can build forward better through the Great COVID 19 Innovation Challenge among others.

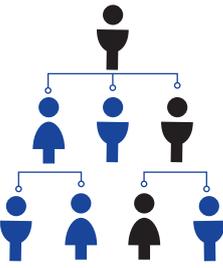
Enabled Micro and Small Enterprises Authority (MSEA) establish a **central reference point for information dissemination** to MSEs through the development of a call centre with database and server capability; and CRM and Registrar system to support MSE registration and formalization.



In March 2020, Medical Welfare Association (MWA) and UNDP jointly developed an implementation strategy to respond to the COVID-19 pandemic. The strategy included using **7,287** of the association **members' vehicles** and crew to send direct COVID-19 prevention messages to SACCOs, workers and the general public through stickers bearing messages as well as creating a mechanism for contact tracing. Over **7 million** people were reached through this campaign.



Through Digital Partnership Africa (DPA), designed and deployed an online contact tracing application called RAFIKI; a vehicle occupant tracker designed to help the health sector and other government agencies get accurate information about passengers' movement and vehicles boarded for ease of contact tracing. **283** public service vehicles were recruited for the pilot with **4990** matatu crew members and terminus workers plus **123** SACCOs trained on the use of the tracking system.



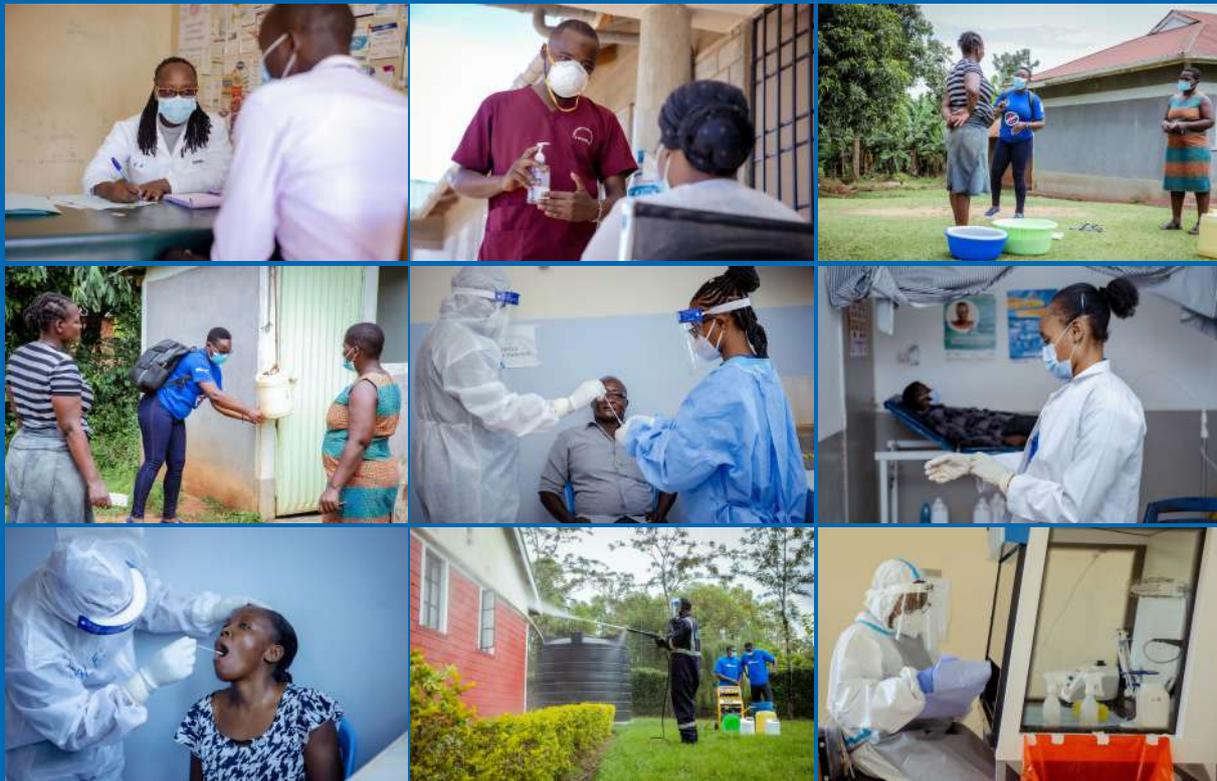
**Supported the strengthening of the health system** in Kenya, by purchasing and delivering equipment and supplies which included: **365** drums of chlorine to support disinfection in hospitals and public facilities, **1603** pulse oximeters, **2000** protective goggles and **2000** face shields, full PPEs for first line respondents that included masks, gloves, thermometer, sanitizer, etc.



**Supported the unpacking of the guidelines of business operations** for tourism and hospitality, waste management and recycling, retail trade protocols, as well as agricultural markets sectors. Through the guidelines, KEPSA has disseminated to its members and the public, various multimedia materials – webinars, video clips, and other online materials and conducted weekly training for employees on how to manage the COVID-19 pandemic.



# COLLABORATING THROUGH VOLUNTEERISM FOR A BETTER FUTURE: A REFLECTION FROM THE COVID-19 RESPONSE IN KENYA



COVID-19 has proven to be a highly infectious virus spread through human-to-human transmission. For many frontline and healthcare workers like our UN Volunteers, contracting COVID-19 in the course of duty is a significant concern. However, this has not hindered hundreds of healthcare workers from selflessly serving on the frontlines of the pandemic, giving back generously by servicing affected communities at a time of great need.

Following the outbreak of the pandemic in Kenya, 50 UN Volunteer health experts were deployed through a UN joint programme to support the COVID-19 response at county level, where the unexpected surge of infections had overstretched healthcare service-delivery capacity, impacting lives and livelihoods.

The rapid deployment of the UN Volunteer health experts to 14 most vulnerable counties in Kenya was possible thanks to the flexibility of the governments of Sweden, Finland and Italy, through the UN joint devolution programme, implemented by the UN

Development Programme (UNDP), UN Women and UN Children's Fund (UNICEF). The timely deployments through the UN Volunteers (UNV) programme in Kenya provided critical support to county healthcare systems and guaranteed business continuity and services for poor and marginalized communities.

Mahatma Gandhi once said, "the best way to find yourself is to lose yourself in the service of others." This statement truly epitomizes what it means to be a volunteer and explains the true spirit of volunteerism. Volunteers collaborating with

governments and various entities are helping us to build better communities. As we commit to building forward better, this is the inspiration the world needs right now.

While the health crisis has negatively impacted healthcare systems and access, the pandemic has created a unique opportunity for citizen volunteers to work alongside governments to protect public health. The virus has exposed our health sector's inadequacies globally, putting enormous pressure on government resources and services.

That is why together with Kenya's Council of Governors, the County Assemblies Forum and other partners, the UN system in Kenya prioritized four critical areas of intervention in the COVID-19 response: messaging to create awareness and adequately prepare communities to respond to the pandemic, strengthening county-level health systems, addressing gender-based violence, and enhancing human resource capacities to support the frontline response.

Based on our experience in engaging UN Volunteers in the COVID-19 response in Kenya, collaboration between citizens and governments is not only essential in rapid deployment to address emerging crises, but in supporting the delivery of critical public services.

Collaboration between governments and volunteers, and involvement of citizens and community groups, guarantees better awareness of the local context

and ensures interventions address context-specific needs. Additionally, relationships created by such engagements lead to enhanced long-term cooperation between government and citizens and go a long way in deepening the social contract and buy-in beyond a crisis.

Since we deployed the 50 UN Volunteer health experts in Kenya mid-last year, many of our partners have highlighted the significant contribution the UN Volunteers are making in supporting healthcare provision and the fight against the pandemic. From public health workers, lab technicians and nurses to clinical physicians, these volunteer health professionals offer critical healthcare services where the needs have been most significant.

In recognition of their tremendous efforts and selflessness, the UN Volunteers received an award in 2020 for their crucial contribution to the COVID-19 response from the Ministry of Labour and Social Protection and the Volunteer-Involving Organizations Society.

It is important to emphasise that our engagement with the UNV programme is not just about placing volunteers in different UN programmes. Their engagement is more systemic, ensuring that the spirit of volunteerism permeates every facet of our society. It is inspiring to see just how driven and dedicated these volunteers are, working on several development interventions, including the COVID-19 response. These heroes are highly adaptive to our context and remain an essential pillar of our work.





For 2019 Highlights scan below



# GOVERNANCE, PEACE AND SECURITY

<p><b>1</b> NO POVERTY</p>	<p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	<p><b>4</b> QUALITY EDUCATION</p>	<p><b>5</b> GENDER EQUALITY</p>	<p><b>10</b> REDUCED INEQUALITIES</p>	<p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>
----------------------------	--	-----------------------------------	---------------------------------	---------------------------------------	---	---



UNDP’s work in the democracy, peace, and security space in Kenya, aims to strengthen institutions and processes to be more responsive to the needs of citizens especially the poor and marginalized; and which ensures compliance to the rule of law. The multi-dimensionality of development requires leveraging the linkages between governance, human rights, peace, security, and development. In addition to mainstreaming human rights in its programmes, the CO has given priority to strengthening the normative and institutional frameworks for human rights protection and promotion.

In 2020, the centerpiece of the interventions under UNDP’s response to COVID-19 was governance. The CO supported business continuity of strategic government institutions and public services at the national and county levels, while also strengthening transparency and accountability through its anticorruption programme. UNDP supported the COG to convene a national conference, where the President of the Republic of Kenya directed greater transparency in Government Procurement particularly for the Kenya Medical Supplies Agency. UNDP further increased support to civil society under various projects beyond the flagship Civil Society Strengthening Facility and enabled expanded spaces for people’s participation, with improvements on service delivery and responsiveness to the freedoms and entitlements of rights-holders.

Devolution continues to expand the reach of services particularly in the northern and coastal parts of the country in pursuit of the Big Four Agenda. Increased budgetary allocations have resulted in expanded road and telecommunication infrastructure, oil and gas prospecting initiatives, market access for local products and improvements

in targeted health sector areas such as maternal health. The Consolidating Gains and Strengthening Devolution in Kenya (Joint UNDP-UNICEF-UN Women Devolution Programme) utilises the strong field presence and close relationships with county and national governments to focus on improving county governance capacity in areas related to poverty reduction and fighting inequality and discrimination. Specifically, the programme focuses on improving Public Financial Management (PFM), performance monitoring and reporting, resilience to environmental risks, citizen engagement and inclusiveness (especially policy concerns of women, youth, children, persons with disability and other marginalized sub-population groups).

On the other hand, improved access to justice enhances the enjoyment of all other human rights and fundamental freedoms, security and development. UNDP provided support that ensured responsive, adequate legal, policy and institutional frameworks are in place to facilitate improved service delivery, quality of life as well as contribute to poverty reduction through partnership with Government, CSOs, youth, women, marginalized populations, PWDs and the private sector.

# Consolidating Gains and Strengthening Devolution in Kenya: democracy and public service delivery, transparency and accountability:

## Expenditure & Target for 2019/2020

UNDP continued to strengthen national and county government capacity to absorb allocated budgets for development activities. In the 2019/20 financial year, primary county expenditures improved to **78%** from **75%** in 2018/19.



### Increased budget for children, youth and women



Through the influence of UNDP-Kenya working with UNICEF, the proportion of county government budgets allocated to children, youth and women increased to **41%** in financial year 2019/20 from **31.2%** in financial year 2016/17 while the National Government (NG) allocation to children, youth and women was **27%, 8** percentage points below the target of **35%**.



### Breakthroughs, economic growth and social inclusion

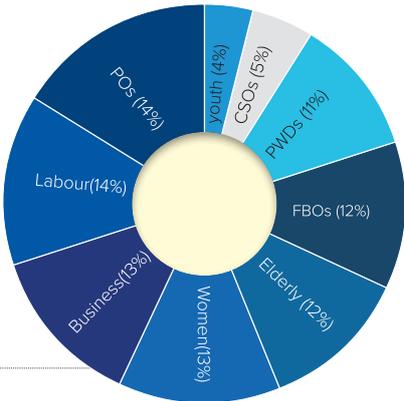
There were breakthroughs in many sectors such as agriculture, healthcare, trade, and regulation, planning and development and pre-primary education. Devolution established counties that have been rated as the most transformative and provides considerable pathway for pro-poor economic growth and social inclusion.

### 14 programme counties

(Busia, Garissa, Isiolo, Kajiado, Kilifi, Lamu, Mandera, Marsabit, Narok, Samburu, Tana River, Turkana, Wajir, West Pokot) aligned their 2019/20 budgets to their respective County Integrated Development Plans (CIDPs).

The Mandera County Executive developed an Annual Development Plan (ADP) which was subjected to the County Assembly for scrutiny and alignment to Mandera CIDP.

By August 2020, all the **47** county governments had formed CBEFs, and **45** out of **47**<sup>1</sup> counties CBEFs had been inducted. Through the programme support, the Commission on Revenue Allocation (CRA) developed and implemented a continuous capacity building programme for CBEF members. The CBEFs has representation of youth (**4%**), CSOs (**5%**), PWDs (**11%**), Faith-Based Organisations (**12%**), Elderly (**12%**), Women (**13%**), Business (**13%**), Labour (**14%**) and Professional organisations (**17%**).

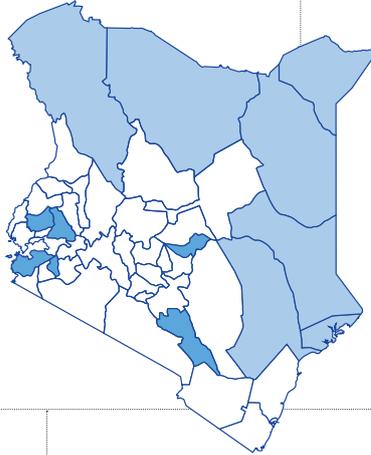


Supported Busia County to develop a **simplified citizen budget** which enhanced citizen understanding of and input into the 2020/21 budget. The county reallocated resources for CBEF activities in the supplementary budget to implement the CBEF work plan.

<sup>1</sup> These include the 14 JDP focus counties (Busia, Garissa, Isiolo, Kajiado, Kilifi, Lamu, Mandera, Marsabit, Narok, Samburu, Tana River, Turkana, Wajir, West Pokot) and 31 counties reached indirectly through JDP support to CRA.

## Increase in County Own Source Revenue

Seven joint programme counties<sup>2</sup> were among the **13** counties<sup>3</sup> nationally that recorded an increase in Own Source Revenue (OSR) in FY 19/20. OSR collection increased by **33%** for Lamu and Mandera counties in 2019/20 compared to 2018/19 while OSR for Tana River, Marsabit, Garissa, Turkana and Wajir County increased by **2.9%**, **2.1%**, **1.5%**, **0.7%** and **0.5%** in 2019/20 compared to 2018/19 respectively. This was as a result of targeted OSR capacity building in these counties aimed at enhancing their source and doing realistic revenue targeting at the beginning of each financial year. This action was taken forward by UNDP and UNCDF.



## Strengthened County Performance Management Systems

UNDP enhanced service delivery and management accountability through performance management. Out of the **14** counties supported, **57%** negotiated their PC targets, **43%** signed Performance Contracts, **14%** undertook mid-term reviews while **14%** undertook end year evaluation. None of the counties implemented a rewards and sanctions system. Only Turkana County undertook comprehensive reporting based on the 2019/20 PCs.

## Increased Use of Data for Service Delivery Improvement

UNDP enhanced evidence-based planning, budgeting, service delivery and reporting in Mandera, Tana River and Lamu counties through adoption and implementation of County Integrated Monitoring and Evaluation Systems.



## Risk-Informed Development Planning

UNDP strengthened national and county governments capacity for risk-informed development planning and budgeting through: policy and legislation review in **4** counties; analysis of county government disaster risk management functions; development and dissemination of child-focused review of contingency plans and hazard profiles in **14** counties, and support to regional economic blocs to review and enhance DRM strategies.



<sup>2</sup> Lamu, Mandera, Tana River, Marsabit, Garissa, Turkana, Wajir

<sup>3</sup> Other counties which recorded increase in OSR included Homa Bay, Kakamega, Nandi, Makeni, Nyamira and Tharaka Nithi





## Enhancing Access to Justice and Legal Aid

### 6,799,953 beneficiaries

Overall, the Amkeni Wakenya CSO Facility reached **6,799,953** beneficiaries that represent **44.3%** of the total population in the target counties compared to a target of 40%. The Amkeni Wakenya CSO Facility reached **395,750** (152,899m; 242,851f) direct beneficiaries and an estimated **6,404,203** indirect beneficiaries with the necessary information to enable them access formal and informal justice system across the 14 target counties.



Citizen awareness and engagement on human rights reached **2,251,319** (**85,319** direct and **2,166,000** indirect) including **60,000** vulnerable women; **1,600** children and youth with disabilities in school and **116,692** PWDs and caregivers with sustained human rights education information in the **six (6)** Embassy Kingdom of Netherlands (EKN) focus counties, representing **26.9%** of the total population in the target counties. (Marsabit, Isiolo, Mandera, Wajir, Garissa, Tana River, Lamu, Mombasa, Nairobi, Kisumu, Nakuru and Kisumu).



UNDP through Amkeni Wakenya CSO Facility cumulatively supported **43** CSOs<sup>5</sup> to implement projects in **17** counties. Through learning platforms, capacity building workshops and provision of advisory services, Amkeni Wakenya CSO Facility sought to strengthen the capacities of these CSOs to manage their respective interventions in compliance with UNDP requirements and for greater efficiency, effectiveness, sustainability, and impact.

**31** Non-State Actors (NSAs) were awarded grants to provide Legal Aid Services and strengthen access to justice to the marginalised and vulnerable communities in the **12** focal counties. Through these interventions, **354,169** (143,739M; 210,430F) direct beneficiaries and an estimated **4,988,917** indirect beneficiaries were reached with legal aid and assistance using various strategies and approaches.<sup>4</sup> This accounted for an estimated **36.2%** of the total population in the **12** target PLEAD counties compared to a target of **40%** set by the Project Document.



Over **310** legal aid clinics were conducted where **3,748** (1,252M; 2,496F) citizens received legal aid. Additionally, **(8)** legal aid centres were established; **(6)** cases were provided with legal representation; **1** mobile court session was conducted, and **94** beneficiaries were assisted through pro-bono advocates.

Forums on Alternative Dispute Resolution (ADR) and Alternative Justice System (AJS) were held bringing together paralegals and AJS practitioners across the country. CSOs were also supported to engage with national level duty bearers on policy and legislative development.<sup>6</sup>

Overall, **10,343,643** individuals were reached with access to justice and human rights programming equivalent to over 60.2% of the total population in the target counties.

Supported use of **dispute resolution** opportunities through promotion of formal and informal ADR mechanisms in the communities.



<sup>4</sup> Education and outreaches; development and dissemination of IEC materials; use of Informal justice systems such as ADR; formation of networks and partnerships; Psychosocial support for SGBV survivors; working with Community Paralegals, Religious Leaders and Council of Elders, to strengthen legal awareness in their communities as well as to bridge the gap between the community and the formal and informal justice system.  
<sup>5</sup> One CSO, the Saku Accountability Forum received two grants separately to implement projects in Marsabit County hence the total of 43 CSOs.  
<sup>6</sup> Raia Development Initiative developed a prototype bill for marginalized & minority groups which is at the county assembly awaiting assent, TUBAE advocated for the adoption of the Turkana County Fiscal Strategy Paper (CSFSP) 2020; KUB advocated for the implementation of disability legal frameworks; CRECO advocated for an enabling digital space for civil society; NRF advocated for improved responsiveness of the government on demands for public participation prior to adoption of the Huduma Bill; HAKI Africa advocated for integration of HRBA in COVID-19 public health regulations and in COVID-19 Responses and; CSD in Kisumu advocated for enhanced transparency and responsiveness on use of resources allocated to County health budgets.



**Trainings** to empower and strengthen existing community justice structures and setting up of County Legal Information Centres (Legal Aid Centres).

Supported use of **virtual approaches** to enhance access to justice through streamlined case reporting and facilitation of court session.



Established the **Open Data Kit** (ODK) through which the Civil Society Strengthening facility tracks and measures progress towards achievements of project targets. The ODK will strengthen monitoring, as part of programme reorientation under COVID 19.

## The African Union Acceleration and Domestication of Treaties

The multi-dimensionality of development requires leveraging the linkages between governance, human rights, peace, security and development. In addition to mainstreaming human rights in its programmes, the CO has given priority to strengthening the normative and institutional frameworks for human rights protection and promotion. Accelerating the Ratification and Domestication of African Union (AU) Treaties Project whose implementation commenced in the second half of 2019 seeks to support the Government of Kenya to address challenges and bottlenecks associated with ratification and domestication of six human rights treaties and their implementation to achieve transformative change. This project builds on the Constitution of Kenya, which provides a firm foundation for this programmatic intervention, in providing that, ratified treaties and conventions form part of the law of Kenya.

The key achievements of the project whose implementation is led by the Ministry of Foreign Affairs through the Office of the Registrar of Treaties

are capacity development, systems building and legislative development. The project supported the democratization of the treaty making process, with the training of interagency officials, parliamentarians and parliamentary staff in monitoring the implementation of African Union human rights instruments. Further, to ensure accessibility of treaties, the project supported digitalization of the treaty database into a single repository. During this implementation period, Kenya also commenced the process of acceding to the African Charter on Democracy Elections and Governance (ACDEG), the last of the six project treaties that the state has ratified. Further, the Treaty Making and Ratification Act no.45 of 2012 was streamlined, in accordance with the Constitution of Kenya, to integrate the legislative role in the process. The CO will build on these gains in the second phase of the project to scale up its impacts, and particularly engage with county governments on their roles in implementing the requirements of human rights treaties.



## Supporting Business Continuity at The Ethics and Anti-Corruption Commission

A key pillar to tackling poverty, reducing vulnerability, improving governance, and ensuring equitable service delivery for all is the promotion of

transparency and accountability. Our programming is cognizant of the effects of corruption on the achievement of the SDGs, how it undermines

democracy and the rule of law, leads to violation of human rights, how it erodes quality of life and allows organized crime and other threats to human security to flourish.

In 2020, the Country Office continued mainstreaming elements of accountability and integrity in its programmes, further strengthening its programmatic offer through the establishment of the Strengthening Public Accountability and Integrity Systems (SPAIS) project. The project contributed to the following outputs: Policy and legal framework development for countering and preventing corruption at national and county levels; Capacity development and strengthening of oversight and coordination anti-corruption institutions and Citizen engagement and participation of civil society, faith-based organizations, media, and private sector to inform public, monitor service delivery and promote public accountability.

Strengthening public accountability and integrity could not have come at a more relevant time in view of the COVID-19 pandemic. In line with UNDP's thought leadership and policy advisory on integrating transparency, accountability and anti-

corruption in socio-economic impact analysis, needs assessment and response to COVID-19, the Country Office supported business continuity in the Ethics and Anti-Corruption Commission, through among others, digital tools and strategic information, education and communication.



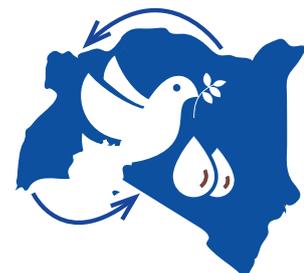
To ensure downstream engagement, UNDP Kenya provided 8 CSOs with grants and technical support to monitor transparency and promote social accountability in the health sector. The CO further partnered with Africa's Voices Foundation to deploy a unique approach to civic engagement, the 'Common Social Accountability Platform' (CSAP), through which public discussion between citizens and public authorities was facilitated real-time through the radio and short message texts. The key lessons learnt were the need for a whole of society and whole of government approach to strengthening capacities of rights holders, duty bearers, private sector, and all other stakeholders towards transparent and accountable governance-regard being had to technology and innovations to scale up the reach and impact of interventions.

## Cross-Border Programme for Sustainable Peace and Development

To enhance the institutional capacities of national and border county governments to manage and prevent cross-border conflict, UNDP supported and facilitated signing of the memorandum of understanding for the Kenya (Turkana/West Pokot)-Uganda (Karamoja) Cross-Border Programme for Sustainable Peace and Development by the Heads of State of Kenya and Uganda on 12 September 2019 in Moroto, Uganda. The objective of the MoU is to accord communities from both sides of the border opportunities for better cooperation, close collaboration and peaceful coexistence, as well as bridging isolation gaps to improve livelihoods and socio-economic conditions for sustainable peace and development. The programme aims to reduce resource-based conflicts, cattle-rustling and spillover of conflict from one country to the other, and to improve the livelihoods of the communities inhabiting the Karamoja cluster through cross-

border trade, sustainable resource management and introduction of alternative livelihoods.

A strategic outcome was the commissioning and launch of peace dividend water projects in West Pokot (Nasal) and Turkana (Urum) in September 2020 to address water needs for human and livestock use, while promoting peace and social harmony in the neighbouring communities. The water facilities have also promoted public health, sanitation and hygiene needs of countering COVID-19. The projects will benefit about **5,000** communities in Nasal and Urum including those living along both sides of the border.





# INCLUSIVE GROWTH AND STRUCTURAL TRANSFORMATION

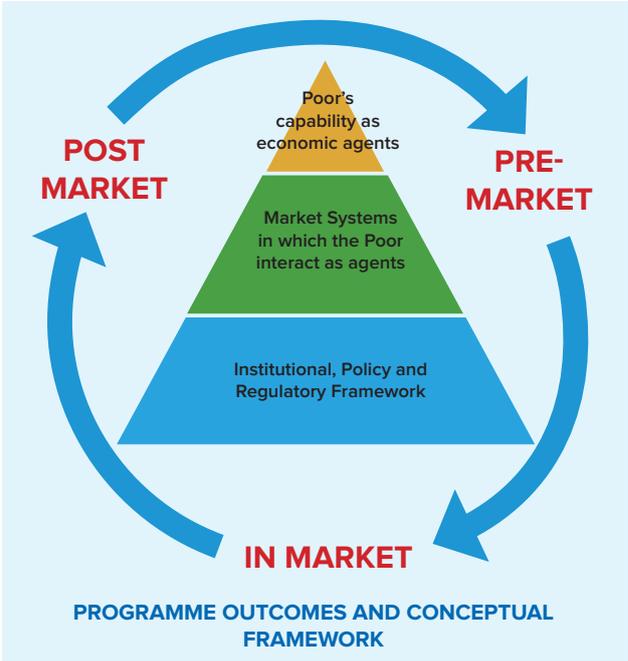


The CPD emphasizes inclusive growth and structural transformation as a pathway to poverty reduction and attainment of economic growth that is sustainable, resilient, green, diversified, competitive and creates decent jobs as well as provides quality livelihoods for all. UNDP commits to address youth unemployment through scalable pilot fruit agro-processing value chains in the coastal and western counties and with the private sector, and to support leather production in the ASAL counties. In addition, it pledges to improve stakeholder capacities to access entrepreneurship opportunities, particularly for young men and women and persons living with disability through business development services in partnership with county governments.

In line with the Strategic Plan Signature Solution 1, keeping people out of poverty, and Sustainable Development Goal 1, the inclusive growth portfolio targets the poor and vulnerable (youth, women, PLWDs) by mainstreaming their needs in institutional and policy frameworks and enhancing private sector participation in job-rich and pro-poor growth initiatives; as well as empowering the poor and vulnerable as economic agents, with strengthened capabilities and opportunities to engage in, benefit from and shape the market systems they are interacting in.

The approach embraces the conceptual underpinning outlined in the Human Development Report (UNDP,2019) that prescribes a basis for addressing inequalities in human development within a framework that links the expansion and distribution of both capabilities and income. The options span pre-market, in-market and post-market policies. Premarket policies can reduce disparities in capabilities, helping everyone enter the labour market better equipped. In-market policies affect the distribution of income and opportunities when individuals are working, shaping outcomes that can be either more or less equalizing. Post-market policies affect inequalities once the market along with the in-market policies have determined the distribution of income and opportunities.

In 2020, UNDP’s inclusive growth portfolio leveraged on digital innovative technologies and practices to augment business development services and improve entrepreneurial capacities along selected value chains through access to data, inclusive business opportunities, and markets to help create decent jobs.



### Supporting MSE Coordination Framework

UNDP supported the establishment of a mechanism for coordination of the various stakeholders at national and county levels by the Ministry of Trade, Industrialisation and Enterprises Development, and the creation of an enabling environment for government to incentivise the engagement of MSMEs in local production of PPEs and other trade opportunities created through the COVID-19 health crisis. Specifically, the support enabled the Micro and Small Enterprises Authority (MSEA) to establish a central reference point for information dissemination to MSMEs through the development of a call centre with database and server capability; and CRM and Registrar system to support MSE registration and database generation.

Over the years, the Government of Kenya has had several initiatives to coordinate the MSEs sector. The third Medium Term Plan 2018-2022, for instance, recognizes key reforms needed to help coordinate MSEs more, key among them the need to review MSMEs policy and review the MSME legal framework. However, the COVID-19 pandemic has made the implementation of the National MSMEs Coordination Strategy and monitoring and evaluation mechanism urgent. By strengthening the capacity of MSEA, UNDP has enabled the dissemination of information, counselling and access to opportunities for individual businesses, companies, associations, and umbrella organizations possible through real time Bulk SMS and USSD services.

### Supporting MSMEs COVID-19 Awareness and Compliance

In 2020, UNDP and the Kenya Private Sector Alliance, KEPSA, developed a response framework that focused on supporting private sector to maintain jobs and livelihoods; prioritize the health and safety of their employees and the communities; ensure business and supply chain continuity; and help mobilize private sector capabilities and resources to build resilience among their members. Through the Country Office COVID-19 response programme, UNDP supported the development of sustainable return to work protocols for MSMEs and promoted awareness and compliance with government guidelines among MSMEs, food chains, and the general KEPSA membership. Through the guidelines, KEPSA disseminated weekly COVID-19 updates to its **500,000** members and general public through various media such as webinars, video clips, and other online materials.

UNDP further supported the Matatu Welfare Association (MWA) to develop and implement a strategy of response to the COVID-19 pandemic. The strategy involved using **7,287** of the association members' vehicles and crew to send direct COVID-19 prevention messages to SACCOs, workers and the general public through stickers bearing prevention messages as well as creating a mechanism for contact tracing. **437, 220** people were reached through this campaign. UNDP also supported the design of an online contact tracing application called RAFIKI. This vehicle-

occupant-tracker - RAFIKI- enabled transport sector operators and government agencies to get accurate information about passengers' travel and vehicles they board for ease of tracing. **123** SACCOs were trained in the use of the system.

### Supporting the Private Sector to Investment in SDGs

UNDP through its flagship initiative SDG Impact, supported the mapping of potential opportunities amenable to private sector investment in Kenya that have potential to impact on Sustainable Development Goals. SDG Investor Maps provide the opportunity to upscale the contribution of the private sector towards the attainment of SDGs in line with the national and sector-specific policy priorities as outlined in the Big Four Agenda, the MTP III, and the Kenya Vision 2030. **13** Investment Opportunities Areas (IOAs) emerged, providing comprehensive business and impact case data that investors and enterprises (both domestic and foreign) can rely on to align investments in support of local SDG priorities in Kenya. Fundamentally the IOAs are marketable, sufficiently specific to the realm of an 'opportunity area', and sufficiently at-scale for investments to be able to achieve depth and duration of potential impact and already proven in-market.



Figure. SDG Investment Opportunity Areas



For 2019  
Highlights scan  
below



# ENVIRONMENTAL SUSTAINABILITY, CLIMATE CHANGE AND RESILIENCE





UNDP in Kenya under the environmental sustainability, climate change and resilience portfolio seeks to support the government to improve policy, legal and institutional frameworks for sustainable use and management of the environment and natural resources; and the transformative leapfrog to a green economy for the country's sustainable development. UNDP also assists Kenya with the domestication of Multilateral Environment Agreements and Conventions through the development of projects that build capacities at the grassroots, county and national levels, as well as implementing innovative pilot projects that demonstrate some of the global best available practices and technologies.

UNDP focuses on the following areas: Climate Change (adaptation and mitigation); Natural Resource Management (including Sustainable Land Management); (Forestry and Biodiversity/Wildlife); Sustainable Energy Access (both at upstream policy levels and downstream community levels and, Sound Chemical Management funded through the Global Environmental Facility (GEF).

On climate change, UNDP's technical assistance supported the anchoring of Nature-Based Solutions for development firmly within Kenya's ambitious Nationally Determined Contributions (NDC) Update 2020, highlighting reduction of land degradation and deforestation as of the areas with the greatest abatement potential. The adoption and submission of new Land Degradation Neutrality (LDN) Targets for Kenya to the United Nations Conventions to Combat Desertification (UNCCD) marked an important milestone in the pathway towards reversing the continued loss of fertile land and biodiversity. UNDP continued to support strengthened natural resource management and resilient green economy in Kenya through technical assistance and advisory services.

To enhance communities' resilience, mitigation of environmental degradation and reduction of loss of biodiversity, UNDP supported the strengthening of sub-national integration of climate and disaster risk principles in Kenya; this is through the Draft Disaster Risk Management Bill 2020 now in Parliament; as the preparation of the County Spatial Plan GIS Guidelines and technical assistance to over 10 counties in Kenya to finalize their County Spatial Plans. UNDP also supported Kenya to undertake a rapid scoping study on the rising water levels phenomenon that impacted all the lakes and water systems in the Rift Valley, as well as Lake Victoria. This study enabled the government to put in place remedial action on a short, medium term and long term to alleviate the problem.

Through the Forest Carbon Partnership Facility (FCPF) Reducing Emissions from Deforestation and forest Degradation (REDD+) Project, UNDP supported the development of the National Forest Policy and the Elgeyo Marakwet County Forest Policy as a mechanism to support the government towards reaching its 10% tree cover by 2022.

UNDP continued to promote sustainable use and management of wildlife and natural resources through gendered climate change mitigation and adaptation measures. Through the GEF funding, support to the Southern Rangelands ecosystem has enhanced space for wildlife security of 190,607 Ha with the development of the 10-year Amboseli Ecosystem and Park plans. Through the Integrated Support to Devolution, the programme seeks to integrate disaster risk reduction in county development plans focusing on vulnerable communities in the ASALs.

Through the GEF funded Sound Chemicals Management Project, UNDP made contributions towards the health sector adopting Best Available Techniques (BAT) and use of Best Environmental Practices (BEP) in medical waste management. As part of the COVID-19 emergency response, UNDP delivered waste management equipment to four counties (Nairobi, Nakuru, Mombasa and Kisumu) to help alleviate unsustainable disposal of medical waste from health facilities, including in COVID-19 isolation centers such as Mbagathi District Hospital.

## UNDP's Climate Change Portfolio Results:

Support to the Nationally Determined Contribution (NDC) revision process, culminated in submission of an ambitious NDC Update to the UNFCCC on 28th December 2020. The new NDC articulates a **32%** emission reduction target, an additional **2%** to what was submitted in the previous NDC submitted to the UNFCCC in December 2016. This increased ambition in emission reductions as well as climate finance for mitigation and adaptation in the NDC was announced by the President in the Global Climate Ambition Summit.



**32%**  
emission  
reduction



UNDP has supported the development of a cloud-based integrated Measurement, Reporting and Verification (MRV) System that will strengthen NDC transparency and reporting through extensive working-by-doing that involved Government staff and others.

Through UNDP and UNEP support, the Kenya Commercial Bank was accredited to the GCF bolstering climate finance potential, in line with UNDP's partnership with the National Treasury amplified in the Climate Finance Synthesis Report.





## Strengthening Human Resources, Legal Frameworks, and Institutional Capacities to Implement the Nagoya Protocol

Support to the Nagoya Protocol led to the formal launch of the Access and Benefits Sharing (ABS) Clearing House Mechanism and the marking of the tenth anniversary of the Nagoya Protocol as a key measure of unlocking the immense business potential in use of genetic and biological resources.

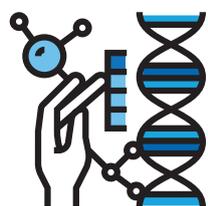


Support to Kenya by preparing a Draft ABS Law that is now awaiting discussions within Parliament, and consensus building between key Ministries working on ABS (Environment and Forestry, Agriculture, Tourism and Wildlife).

Capacity building of critical technical staff from the Kenya Wildlife



Service and the National Environmental Management Authority (NEMA) have also been undertaken, as well as extensive community engagement and awareness raising through workshops on Traditional Knowledge for ABS.

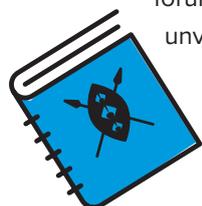


Strengthened the user and provider interface for ABS as enshrined under the Nagoya Protocol, increased interest in commercialization of the genetic and biological resources in Kakamega's *mondia whytei* (Mkombera).

Development of the Kenya's National Guidelines on Intellectual Property Policy for Research and Development in Kenya, a framework building a knowledge-based economy to catapult the nation into the fourth industrial revolution through science and innovation.



Development of Kenya's guidelines on associated Traditional Knowledge (aTK) associated with Genetic resources. Through UNDP Support, a Taskforce on the aTK associated with genetic resources was established, undertaking the first ever national consultation forum on aTK that



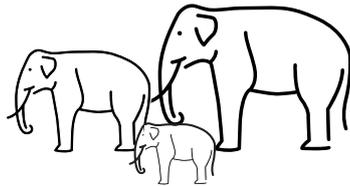
unveiled a roadmap to protecting indigenous innovations and cultural expressions.

Training of over **250** key staff and stakeholders, specifically the main agencies charged with ABS work in Kenya, as well as training at least **100** county staff on ABS rules and procedures (permits, assessment, access applications, Prior Informed Consent (PIC) formulation and negotiation) from Kakamega County, culminating in **4** PIC's being signed by a new local Community Provider Organization registered with UNDP's support – the Kakamega Nature Forest Conservation Community organization (KANFCCO).



## Natural Resource Management (Sustainable Land Management, Forestry, Wildlife and Biodiversity)

Strengthened support in the Super Year for Biodiversity and Nature led to adoption of the Land-Degradation Neutrality targets for Kenya as a major milestone. Support also led to improved conservation of the Amboseli landscape's threatened species and habitats, and especially the charismatic elephants, leading to reduced poaching and an unprecedented calves boom.



Council of Governors supported to develop a Model Law on Forestry (Bill, Policy and accompanying regulations) that will be domesticated by all **47 counties** to address forestry conservation, protection, and management in Kenya, as well as deepen the participation of indigenous and local communities in the management of the forest resources.



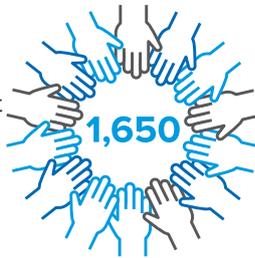
REDD+ work strengthened Kenya's readiness for results-based payment through policy, legal and institutional technical assistance to Government through review of the National Forestry Policy 2016.



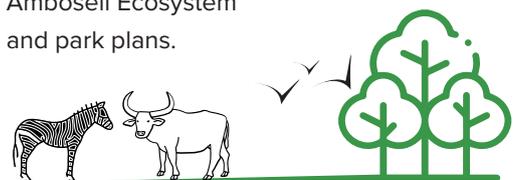
More than **1200 community members** (30% female) from Mau forest and areas inhabited by the Ogiek community engaged in discussions on human rights-based forest conservation and management through community consultative forums in various community stations.



Over **1,650 community members** (750 female, 900 male) from Nakuru, Narok, Baringo, Bogoria, Mt Elgon, Bomet, Kericho, Maji Mazuri, Sosio and Laikipia consulted to provide proposals for enhancing community-government partnership in forest conservation and management in forest areas inhabited by the Ogiek of Mau, Maasai, Lembus, Ogiek of Mt Elgon, Sengwer community, and Yaaku community.



Support to the Southern Rangelands ecosystem has enhanced space for wildlife security of **190,607 Ha** with the development and approval of the 10-year Amboseli Ecosystem and park plans.



## Environmental Governance Programme

Strengthened inculcation of environmental management and human rights in the mining sector through technical assistance in the development of Guidelines on Environmental and Social Impact Assessment (ESIA) for the mining industry.



Extensive consultations with County governments under the aegis a partnership between the council of Governors and NEMA on how to effectively strengthen natural resource governance on important natural resources and ecosystems straddling more than 1 county.



Establishment and operationalization of County Environment committees in 36 counties, as well as undertaking capacity building and training on their key mandate.



## UNDP's Small Grants Programme

UNDP supported the introduction of a new tourism product through the marking and opening of ancient walking trails, known as "the Old African highways". The product promotes active adventure tourism while supporting environmental conservation and boosting tourism in rural neighbourhoods.



UNDP supported entrepreneurship skills for coastal women and improving fish value chains with the Shimoni-Vanga seascape, resulting in fish trade booms during the COVID-19 outbreak.



## Sound Chemical Management Funded Through the Global Environmental Facility (GEF)

Support to the health sector to adopt Best Available Techniques (BET) and use of Best Environmental Practices (BAP) in medical waste management.



# SECURING A GREENER FUTURE FOR KENYA CALLS FOR COLLECTIVE RESPONSIBILITY

The negative impact of climate change is global; it is exacerbating poverty levels, vulnerabilities, and inequalities. With the increased frequency of floods, cyclones, wildfires, and the rise in temperatures, humanity is in great crisis. As the latest UNDP Human Development 2020 Report indicates, challenges of planetary and societal imbalance are intertwined: they interact in a vicious circle, each making the other worse.

Like several parts around the world, Kenya is not immune to these devastating climatic experiences. In recent times, the country has experienced floods and mudslides in numerous regions such as the Elgeyo Marakwet and West Pokot, where communities have lost properties, families displaced, and tens of people perished. Another recent phenomenon attributable to climate change is the unprecedented increase in water levels in all the lakes in the Rift Valley and the Lake Victoria Basin.

For communities residing in the areas around the lakes, the unexpected flooding is a double crisis as the country continues to grapple with the debilitating health and socio-economic impacts of the COVID-19 pandemic that has pushed millions into poverty and increased levels of vulnerabilities. Forest and land conservation play a crucial role in curbing the negative impact of climate change. According to a recent survey by UNDP in 50 Countries, forest and land conservation with a 54% vote was on top of the list of climate policies that people wanted their countries to address in addition to renewable energy (53%), climate-friendly techniques (52%), and investing more money in green businesses and jobs (50%).

Acknowledging the planetary pressures, Kenya has taken bold steps to secure the country against climate change and its effects. One of the Government's measures is the restoration of forest resources through the ambitious national forest cover, to at least 10% as required by the constitution. To this end, the Ministry of Environment has developed the National Tree Cover Strategy, a roadmap towards attaining this goal by 2022. Kenya's approach is in line with various global commitments, which include UN Decade on

Ecosystem Restoration, Africa Forest Landscape Initiative (AFR100), Nationally Determined Contribution (NDC), and the United Nations Convention to Combat Desertification (UNCCD) which the country has committed to delivering.

In its NDCs, Kenya seeks to achieve a 32% emission reduction by 2030 and achieve its national climate change goal. As such, the Government has committed to restore 5.1 million Ha of degraded landscapes as a contribution to the Africa Forest Landscape Initiative (AFR100), 30% reduction of greenhouse gases from the forest sector by 2030 as part of its Nationally Determined Contribution (NDC) to climate change, and to achieve land degradation neutrality by 2030 as a commitment to United Nations Convention to Combat Desertification (UNCCD). Kenya's measures will contribute to mitigating calamities and natural disasters and protect the environment for future generations to come. Promoting sustainable use and management of natural resources through engendered climate change mitigation and adaptation measures is fundamental to helping the country to build forward better and pave the journey to a resilient future post-COVID-19. Kenya's building forward greener will require a coordinated approach by the Government at national and county levels, international partners, and local communities. UNDP in Kenya is working closely with the Government and other stakeholders by investing in deforestation, enhancing sustainable agriculture, and promoting renewable energy. Securing a greener future for Kenya and its citizens is our collective responsibility if the country is to make headways in mitigating climate change.



# YOUTH AND TRANSFORMATION

In 2019, UNDP launched the global network of Accelerator Labs. The UNDP Accelerator Lab is part of a Global Accelerator Lab Network comprising of 153 labs across the world. It is a new service offering within UNDP that works with people, Governments, the private sector and other actors to reimagine development for the 21st Century. The Accelerator Lab is tasked with exploring new data, partnerships and trends, mapping solutions and testing prototypes and hypotheses with the objective of using this experiential way of learning to scale and grow local solutions to global and national challenges.

The Accelerator Labs were created to re-imagine development for the 21st century by working together with national and global partners, people, civil society, and business to find radically new approaches that fit the complexity of current development needs. The initiative is a recognition that increasingly interrelated development challenges and opportunities require going beyond business as usual and single point, linear silver bullets. Instead, they call for interdisciplinary approaches and non-linear solutions that crowd in the collective efforts of a variety of partners and tap into local insights and the knowledge of people closest to the problems and the solutions. The goal of these Labs is to strengthen country level development ecosystems to leverage and combine global, cutting-edge thinking in development to build on and invest in local solutions and partners, thereby accelerating SDG implementation at the country level.

The Accelerator Lab network is envisioned to be an added value to the development ecosystem in Kenya by harnessing the vibrant technological innovation culture in Kenya. The Accelerator Lab provides an opportunity to support Kenya to realise developmental aspirations by:

1. leveraging the global network of the 153 UNDP Accelerator labs to connect local nuances to the global mindset
2. harnessing UNDP's comparative advantage in development through an integrated system that connects the SDGs
3. leveraging local actors to create equal access to opportunities that position young people within the realm of development.

It is within this framework that the UNDP Accelerator Lab is working closely with the Government of

Kenya to support and enhance the already vibrant innovation ecosystem – to look into how we can better harness our collective efforts to tackle complex development issues. The priority focus for the Kenya Accelerator Lab is youth unemployment wherein the lab is focusing on aspects of access to information, opportunities, technology, and social protection.

### THE ACCELERATOR LAB DEVELOPMENTAL ASPIRATIONS

1

Leveraging the global network of the 153 UNDP Accelerator labs to connect local nuances to the global mindset

2

Harnessing UNDP's comparative advantage in development through an integrated system that connects the SDGs

3

Leveraging local actors to create equal access to opportunities that position young people within the realm of development.

## Supporting Home-grown Innovations:



**The Great COVID-19 Innovation Challenge** — In partnership with the Ministry of ICT, Youth, and Innovation through Konza Technopolis, UNDP worked to unearth solutions addressing challenges in the categories of

Food Systems; Health Systems, and Decent Work within the context of the COVID-19 pandemic.

- In collaboration with Konza Technopolis, Thunderbird and Association of Countrywide Innovation of Hubs, UK Kenya Tech Hub and other partners launched the Great COVID-19 Innovation Challenge in May 2020.
- Supported **15** local innovators with seed funding of up to **USD 30,000** per start-up besides skills, and mentorship opportunities to help them refine further their ideas and explore the possibility of bringing to scale some of the solutions.



**Generation Unlimited Youth Challenge** — UNDP, through the Accelerator Lab, collaborated with UNICEF on the 2019/2020 Youth Challenge to identify solutions from young

people in the areas of Equity and Engagement; Education and Training; and Employment and Entrepreneurship.

- The GenU Youth Challenge 2.0 supported the execution of a capacity building bootcamp for 15 finalists of the challenges.
- Of the announced winners on Dec 11, 2020, a Kenyan team the Green Project Initiative from Nairobi won the Employment & Entrepreneurship award. They produce organic briquettes from waste.



# Engagement of Technology in Response to COVID-19

## THE COVID-19 DETECT AND PROTECT CHALLENGE

a global partnership between UNDP, Hackster.co, and other tech partners, this innovation challenge was launched to map low-cost and low-tech solutions to manage the spread of the COVID-19 pandemic. The Accelerator Lab collaborated with iHub to host a COVID-19 Makerthon event with young innovators to design and build these low-cost solutions and test them in the local community at public spaces like health clinics, supermarkets, schools, and churches.

- With support from the Government of Japan, and on behalf of the Ministry of Health, UNDP procured 3 smart anti-epidemic robots that would support health care workers in the management of COVID-19 patients and facilities. The robots have been deployed at Jomo Kenyatta International Airport, Mbagathi Hospital and Kenyatta National Hospital.

- Supported MOH to conduct an experiential learning visit to Kigali to get user insights on the use of smart anti-epidemic robots in Nov 2020
- Partnered with Hackster.co to support local innovators develop low-cost innovations that would support the fight against COVID-19. These were touchless hand faucets, infrared contactless thermometers, and pulse oximeters.



## LEVERAGING OPPORTUNITIES IN THE CIRCULAR ECONOMY

This social experiment looked at exploring the linkages between knowledge, opportunity and behavior change. With digital technology acting as a nexus to facilitate households with the incentive and the services to conduct waste management and recycling, the experiment explored the extent to which this can cause a reduction in degenerative waste management practices.



- The Accelerator Lab facilitated a session during Nairobi Design Week to collect insights on young people's perceptions and knowledge around the circular economy.
- Launched a partnership project between Kajiado County govt and Taka ni Mali (CSO) that will see the use of a mobile application to control and reduce volume of waste at Kajiado Dumpsite.
- The application is aimed at engaging and incentivizing households in Kajiado to track, sort and dispose their waste sustainably.

## DISABILITY INCLUSIVE INNOVATIONS

The COVID-19 pandemic resulted in exacerbating inequalities and challenges faced by people living with disabilities. Through a partnership with the Transcending Peace programme, the Accelerator Lab launched this innovation challenge to identify solutions that were user-led, accessible, and inclusive for PWDs. We are excited to be working with **5 innovative groups** to facilitate prototyping, testing, and scaling of these solutions.

- UNDP launched a call for inclusive and accessible innovations that address specific challenges faced by PWDs in Nov 2020
- Selected **5 teams** who were engaged in a variety of activities to bridge gaps in health care, education and technology for persons with disabilities. Solutions include the use of virtual reality for education, use of apps for interactive engagement with the deaf, translation and outreach of educational content for persons with disability.





## Exploring Digital Inclusion

COVID-19 has influenced and impacted the consumption of digital technology across the world. With increased uptake

of e-learning, e-commerce, e-services, virtual working and communication, digital technology proved to be a staple for businesses and individuals seeking to connect. However, access to digital technology remains a challenge for many people for various reasons. Factors such as digital literacy, access to and cost of internet, access to and cost of electricity, challenges in accessibility for people with disability, and cost of digital tools and devices are great hindrances for businesses and people alike. For many small businesses, the cost of developing a website, getting a smart phone, internet and human and technical resources to adopt digital technology in their business is costly and this impacts on their ability to engage in the digital world. It is important to have critical conversations around digital inclusion in light of its relevance in our current context thus UNDP through the Accelerator Lab's prioritized investment in this area by:

- Conducting a 4-part webinar series engaging with youth and other key stakeholders on digital inclusion. Identifying key challenges facing young people with regard to digital engagement such as insufficient skills and access to opportunities.
- Conducting a survey in partnership with Micro and Small Enterprise Authority (MSEA) on the impact of COVID-19 on MSMEs with a special focus on digital preparedness of MSMEs. Over 500 MSMEs across the country were reached through the survey.



## Social Protection for the Informal Sector

In recognition of the need to find ways to support informal workers who make up 84% of Kenya's labor force, UNDP:

- Conducted an ethnographic study/ community immersion in Mukurwe market to establish and investigate the resilience of the informal economy in the face of COVID-19. Identified social protection as an urgent need for informal sector workers.
- Held a successful stakeholder co-creation workshop in November 2020 with National Hospital Insurance Fund (NHIF), UNDP and ILO.
- Through the workshop generated buy-in from key stakeholders for the initial set of experiments identified lack of education on available options and products for social protection as a key gap for the informal sector.



## Addressing Misinformation

**CREATIVES INNOVATION CHALLENGE** — early into the COVID-19 pandemic,

information pollution emerged as a clear challenge that needed to be addressed in order to support the behavioural change required by the public to facilitate the uptake of the COVID-19 safety protocols. The UNDP Accelerator Lab saw an opportunity to work with community-based youth groups to supplement the COVID-19 messaging and help address the misinformation challenge. UNDP identified youth groups harnessed

their innovation and creativity to develop creative, engaging, interactive, and informative content to interpret and contextualise key COVID-19 messages and influence community behaviour change from the bottom up.

- Launched a nationwide Creatives Innovation Challenge inviting solutions that would address gaps in COVID-19 information and awareness.
- Identified and awarded 9 youth groups who developed diverse solutions that included local and contextualised content in video, print, graphic and audio form.
- Held a webinar to showcase the winners of the challenge and highlight the role of the creative economy in response to COVID-19.

# SUPPORTING INCLUSIVE INNOVATION TO BUILD FORWARD BETTER

In November 2020, UNDP in Kenya through the Transcending Foundations of Peace and Security Program and the Accelerator Lab launched an innovation challenge inviting solutions and approaches responding to the socio-economic challenges experienced by persons with disability due to COVID-19.

COVID-19 has brought devastation, loss of lives and instability across the world. The pandemic has affected persons with disability disproportionately, deepening and exacerbating their pre-existing challenges. More than 15% of the global population — over 1 billion people — are estimated to have a disability, 80% of whom live in developing countries. According to the 2019 census, 2.2% (0.9 million people) of Kenyans live with some form of disability. Persons with disabilities have, under normal circumstances, challenges in accessing health care, education, employment and many other services and opportunities. Designing disaster response mechanisms with inclusion in mind is important as it ensures that populations of people are not impacted negatively or excluded by the responses. A society that is conscious of and plans for vulnerable populations can recover and build forward better.

Globally, UNDP hosts the secretariat of the United Nations Partnership on the Rights of Persons with Disabilities (UNPRPD), bringing together UN entities, governments, and organizations that advance the rights of persons with disabilities. In Kenya, UNDP is investing in research, partnerships and networking building and solutions that will improve the lives and experiences of persons with disability. Innovation has and will continue to play a significant role in the country's response and recovery to the COVID-19 pandemic. Over the past few months, we have witnessed Kenyans ingenuity in creating solutions to the challenges posed by the pandemic. However, most solutions developed to address present day challenges are not designed with persons with disability in mind. Accessible and inclusive innovation represents a huge opportunity for Kenya to ensure that the country's growth is truly inclusive and transformational.



In launching the innovation challenge, UNDP seeks to accelerate the progress towards disability inclusion and social cohesion and provide a stable, secure environment for persons with disability to thrive. The objectives of the challenge were to map and amplify homegrown accessible and inclusive innovations and facilitate the scaling of the same to ensure increased impact for the persons with disability. The challenge invited applications focusing on five thematic areas; **Access to Technology, Access to Information, Access to Healthcare, Access to Education, Access to Opportunities and Access to Financial Products/ Services.**

We received applications from across the country revealing and highlighting different gaps and opportunities. The applications underwent a rigorous evaluation process which led to the selection of the following five winners.

1. Action for Children with Disabilities (ACD)
2. Kytabu
3. Riziki Source
4. Signs Media Kenya
5. The Action Foundation

# STRATEGIC POLICY SUPPORT FOR SUSTAINABLE ECONOMIC GROWTH, SDGS AND COVID-19 RESPONSE

Kenya's commitment to the SDGs is outlined in the country's long-term development blueprint, the Kenya Vision 2030. The Vision, implemented through the Government's five-year medium-term plans (MTPs), 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."

The current MTP III, 2018 -2022 is based on three pillars (economic, social and political) and outlines the Big 4 priorities for Kenya's transformation: increasing the contribution of manufacturing to GDP from 9.2% in 2016 to 20% by 2022; increasing agricultural productivity through value chain development to promote food security and processed agricultural exports; and providing affordable housing and achieving 100% universal health coverage to Kenyans.

The Vision is aligned to the SDGs, Africa Agenda 2063 and the Kenya 2010 Constitution, which provides for the devolved government to deepen accountability and improve public service delivery. These development frameworks and institutional arrangements position Kenya to better implement the SDGs. Significant progress was achieved in tracking development targets including reporting on the SDGs at both national and sub-national levels through UNDP support.

In 2019, UNDP Kenya provided technical support to the Government of Kenya towards the preparation of the Kenya SDGs Progress Report, SDGs Acceleration Strategy, Multi-stakeholder SDGs Engagement Strategy. UNDP Kenya provided technical support to five counties which strengthened the report analysis and highlighted existing bottlenecks to progress on the SDGs. UNDP Kenya led discussions on the role of legislators in SDGs implementation with Members of Parliament. This initiative was key in ensuring that lawmakers are more sensitized on their role in the implementation and monitoring of the SDGs in the country.



In 2020, UNDP Kenya provided technical support to the Government of Kenya towards the preparation of the second Kenya Voluntary National Report (VNR), the COVID-19 Economic Recovery Strategy and rollout of the integrated National Financing Framework (INFF). In addition to providing technical support to Kenya Private Sector Alliance (KEPSA) and Kenya SDGs Forum to prepare their inputs to the VNR, UNDP Kenya provided thought leadership to the UN system by leading the preparation of the socio-economic impact of COVID-19 in Kenya, the UN COVID-19 Socio-economic Response Plan, production and dissemination of eight (8) Policy Briefs which were key in informing public policy and UNDP programming:

- **Policy Brief 1** - Can the Kenya's census results help in re-aligning development priorities?
- **Policy Brief 2** - Towards a green economy: The effects of climate change on food security in Africa.
- **Policy Brief 3** - Re-examining economic growth trajectories from the current political dynamics and its impact to the economy.
- **Policy Brief 4** - Articulating the pathways of the socio-economic impact of the COVID-19 pandemic on the Kenyan economy.
- **Policy Brief 5/2020** - Can the use of behavioural insights help to slow the spread of the COVID-19?
- **Policy Brief 6/2020** – Kenya's youth and COVID-19: What are the possible policy options?
- **Policy Brief 7** - A rapid analysis of the FY 2020/21 Kenya budget.
- **Policy Brief 8** - Domestic Revenue Mobilisation after the COVID-19 Pandemic: How can sub-Saharan Africa raise the revenue it needs to finance the Sustainable Development Goals (SDGs)?



# STRENGTHENING BUSINESS CONTINUITY AND EFFICIENCY

## Strengthening Business Continuity and Efficiency

UNDP continues to improve on its business processes as well operations services – both in terms of addressing the development challenges of the country, providing services to UNDP or other UN entities. Innovation is at the core of not only how we programme but also how we conduct ourselves operationally through continuous mapping of our processes and streamlining service provision. Through our operations, we place our clients and partners at the center of what we do - these include other UN Agencies, our implementing partners, and the people of Kenya, who as a result of our work stand to benefit through development results.

The focus of UNDP Kenya operations is to continue improving the service offering for our internal and external clientele, through continuous improvement and organizational efficiency, skills improvement for our staff under the UNDP's People for 2030 strategy and continuous review of our systems and processes.

In 2020 some of the business imperatives were:

- **Teleworking** – The challenges of working during the pandemic put new emphasis on the importance of working remotely without much disruption of the business.
- **Digitalization and innovation** – since March 2020 the country office leveraged on ICT resources and capabilities and engaged in different digital solutions.
- **Operational Excellence** – The country office developed significant number of standard operating procedures with reduced turnaround time of services for efficient service provision and client satisfaction.
- **UNDP As the Integrator of the UN System.** Common Back to Office and Business Operational Strategy was championed by the UNSG which supported over 10 UN agencies in their operations allowing agencies to focus on their core mandate.
- **Financial Sustainability of the office:** The county office managed to collect 100% of GIOC Target and mobilized over \$900,000 as agency and other income for the office

## Implementation of CO-RESET an Agenda of Transformational Change for the UNDP Kenya Office

- UNDP Kenya continued to implement its homegrown transformational agenda called "CO-RESET", a co-created framework to deliver a holistic, transformational, excellence and improved working environment by bringing all UNDP staff together to institute an agreed performance and accountability mechanism on programmatic, operational and people-centric initiatives to deliver results for the Kenyan people and effectively contribute to thought leadership and engagement in our UNDAF 2018-2022.
- This homegrown transformation plan won UNDP's inaugural Global Award under its People for 2030 Strategy. The office has been working on simplifying, improving and optimizing key business processes which have delivered excellence on programmatic, operational and people centric measures.
- **Quality and efficient management services to support programme delivery**  
CO business processes streamlined, ICF enhanced, more automaton and digitization of critical business processes.
  - The Kenya office finalized the Local ICF which contains refined business processes and clear SOPs for the various support services lines in the office. Key among them is the development of enhanced and clearer Standard Operating Procedures for Procurement, Recruitment, Payments, Transport Reimbursement policy, Fuel management SOPs, DPC policy and Cellular phone usage. The office also updated the Business Continuity Plan.
  - In terms of automation, the office now uses the digital cabs. The office has fully embraced telecommuting supported by technology including virtual meeting, online document



signing through DocuSign, online document repository among others.

- o The service tracking system has not functioned well and this is an area requiring more enhancement. This also need more investment in terms of money to secure the software from countries such as China, India that are using it. The CO plans to use some HQ initiatives service tracking system that will enhance service provision and client satisfaction.

■ **UNDP equipped with talented and diverse workforce**

Implementation of People for 2030 Strategy, Enhanced learning and staff development, Reward and recognition in place, Recruitment of qualified and talented personnel

- o The Kenya office was the proud winner of the 'People for 2030' award, a testament of people centric office that has put the staff at its forefront. Through what is now a CO "Marshall plan", the CO-RESET has at its core, the people strategy.
- o To further strengthen the learning and staff development component of CO-RESET, the office has taken part of the prize money to recruit a full time UNV to support office learning needs. The Reward and Recognition

policy is in place, and was used as a tool to reward various staff who excelled in certain areas in the 2019 retreat. Kenya office has always aspired to attract the best talent and has also embraced a culture of continuous improvement of the workforce.

- o Due to the COVID-19 pandemic, the physical office has been closed since March 2020 with personnel working remotely.



## Resource mobilisation achievements of the year

- In 2020, the Country office mobilised **US\$22.3M**. With an additional **US\$14.1M** being carried forward from 2019, the Country Office had a total of **US\$36.4M** available resources.
- Key lead donors this year included GEF, Japan, SIDA, EU and Finland. Other donors included Germany, Norway, Hilton Foundation, Ford Foundation and the World Bank.
- Through the UNDP Russia Trust Fund, **\$1M** was mobilised to support the National COVID-19 response in 2021.
- Out of the available resources, **US\$ 25.14** million was earmarked for delivery with an implementation rate of **93%**.
- Through the UNDAF, the country Office was able to mobilise and leverage on additional resources to deliver results across the **4** outcome areas.
- Additionally, the CO mobilised a total of **US\$ 6.6** million from Japan, Finland, SIDA, Norway, Italy,

EU and UNDP for COVID response work. These funds have been utilised to support efforts at both national and sub-national levels.

- UNDP has also spearheaded discussions with Government and the UNCT on Government Cost Sharing. In a lower middle-income country context like Kenya, this resource potential is crucial to future financial sustainability efforts. These discussions will be expanded further in 2021.

**US\$36.4M**  
available  
resources



## Some challenges experienced in 2020 include:

- UNDP counterparts and UNDP staff affected directly by COVID-19 thereby slowing down or delaying implementation
- Travel restrictions required refocusing programming priorities in light of the virtual working environment.



- There was shift in working modality from offices-based operations to telecommuting which brought additional challenges to staff.



- Significant number of staff reported psychological and emotional related stress. A number of staff reported losing close family members.

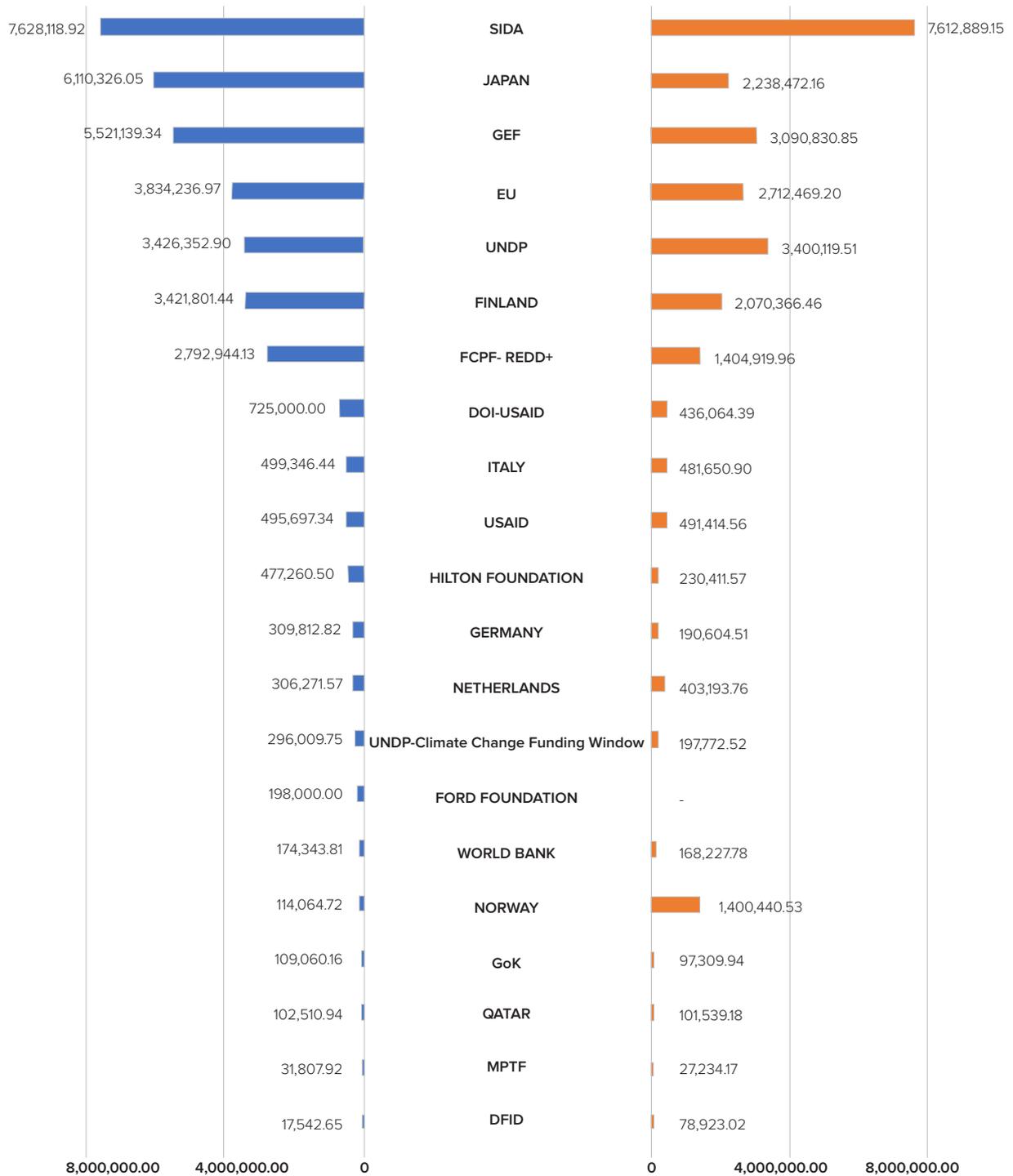


# FINANCIAL

## INCOME AND EXPENDITURE 2020

TOTAL INCOME **36,591,648.37**

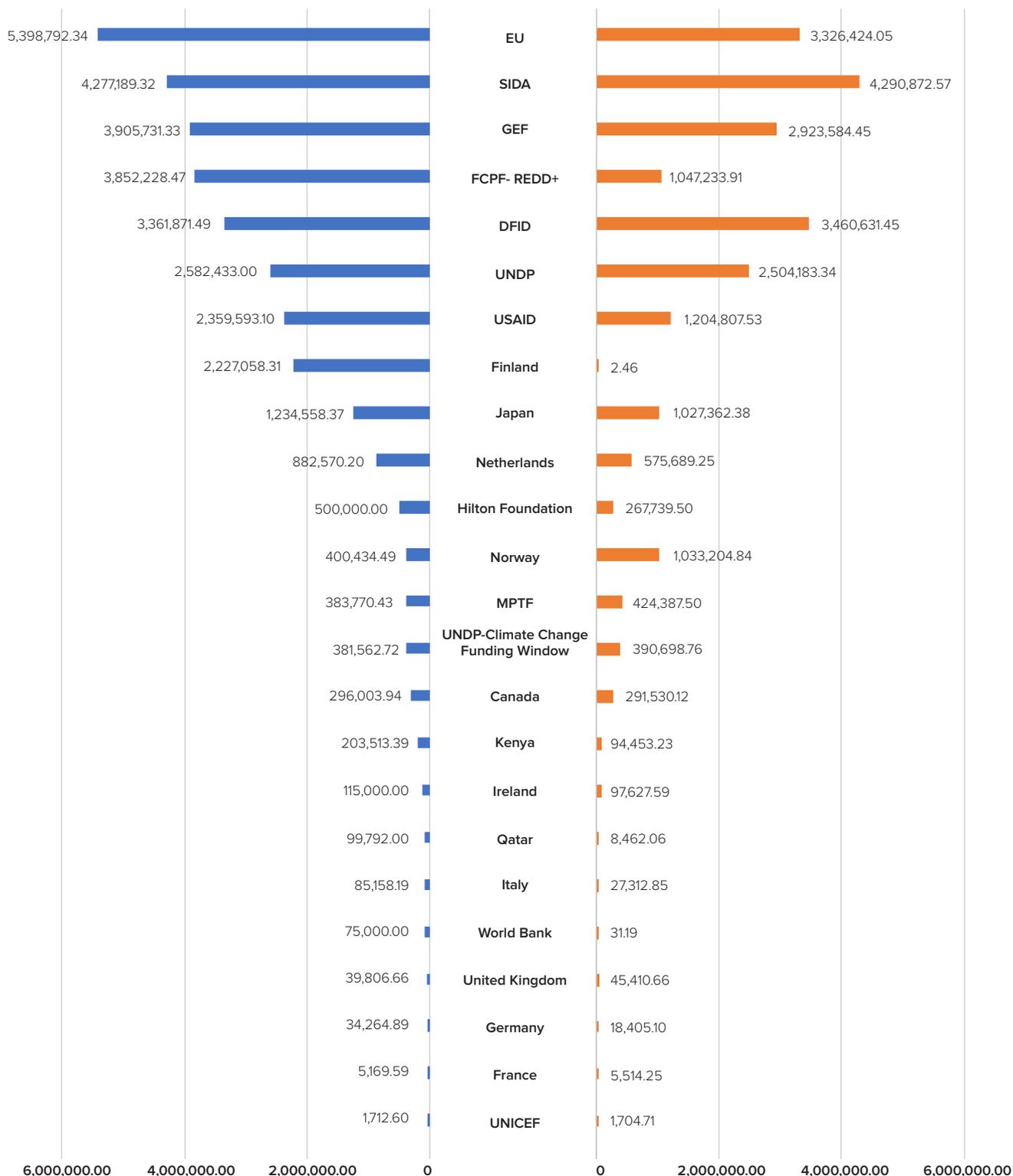
TOTAL EXPENSES **26,834,854.12**



# INCOME AND EXPENDITURE 2019

TOTAL INCOME **32,703,214.83**

TOTAL EXPENSES **23,067,273.75**





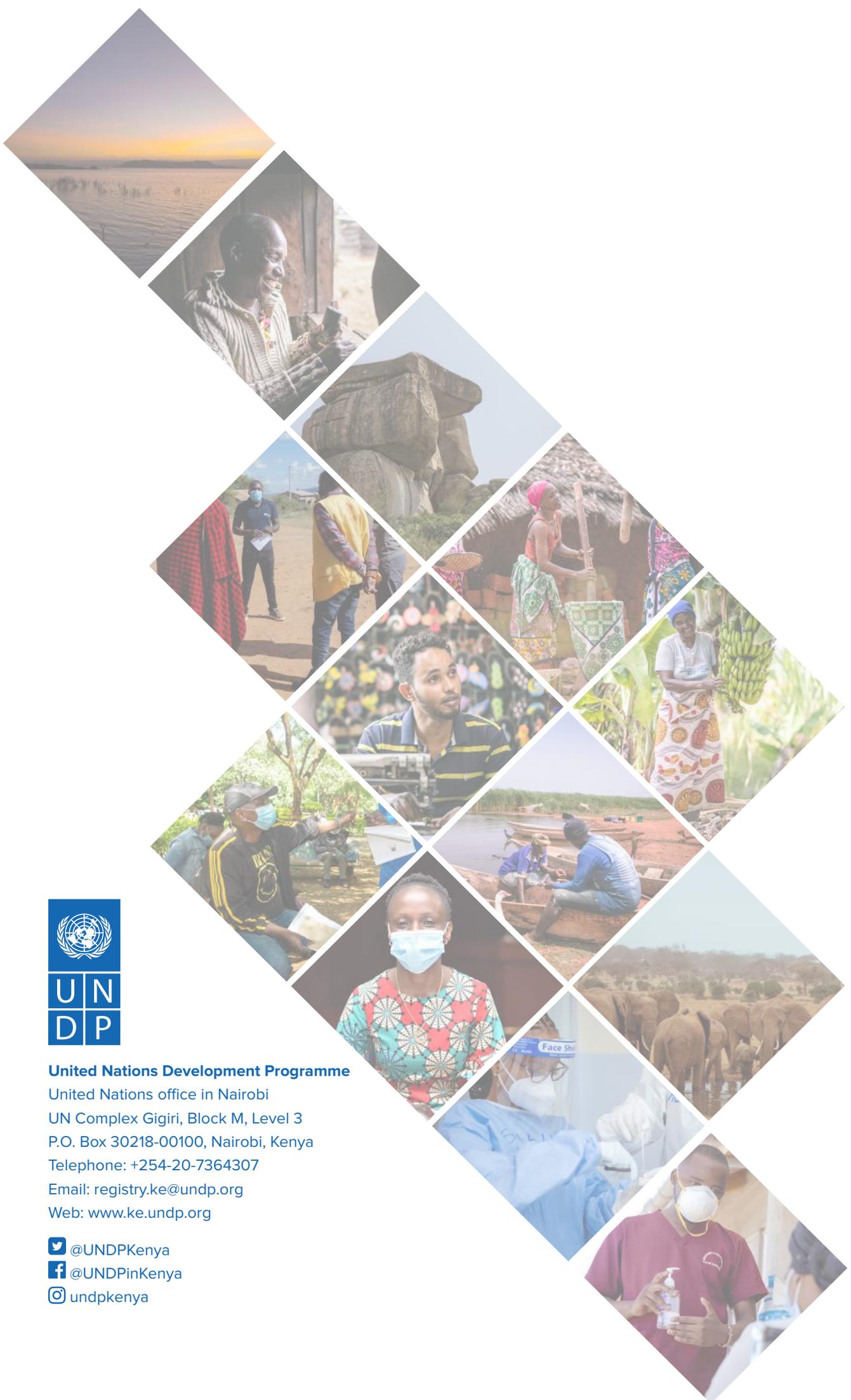
# UNDP KENYA STAFF (2019 - 2020)

ABDI ALI | AGNES MWANGI | ALEX NDEGWA | ANABEL SIONGOK | ASFAW KUMSSA | ATHANAS MALENJE |  
BENARD ABINGO | BETTY AMBUNDO | BOKAYO SORA | BONIFACE KIINI | BRENDAH ACHUNGO |  
BRENT OKOTH | BRIAN GONDWE | CAROLINE KIARIE | CECILIA KARAGU | CHANDA GINSBERG |  
CHRISTINE KIURA | CHRISTINE ONYANCHA | CYNTHIA OLIECH | DAN JUMA | DAVID EKAI | DIDA GALM |  
DORA ODERA | EDWIN MANGENI | ELLY WANYAMA WANJALA | ERICK MACHENERI | EVELYN KOECH |  
FAITH OGOLAH | FLORA NJOGU | FRANCIS GITONGA | FRANCIS MATHEKA | FREDRICK OBADE |  
GEOFFREY OMEDO | GEORGE GITONGA | GEORGE OWAK | GERTRUDE ANGOTE | HARUN WARUI |  
IGNATIUS ETOM | IMRAH MUGHAL | JACKSON MUKIRI | JAMES KASURA | JAMES WAGALA |  
JANE SERWANGA | JANETY NYAMBU | JOAN VWAMU | JOHN AYODI | JOHN GATHUYA | JOHN ONYANGO |  
JOSEPH LOKAALE | JOYCE SOILA | JUDY MUGO | JUDY NDICHU MUKAMI | JULIUS COREDO |  
KATHRA SHARAMO | LENA MUYUNGI | LILLIAN NJORO | LINET LUGOGO | LUCKY MUSONDA |  
MANDISA MASHOLOGU | MARGARET MBUGUA | MARIAM IBRAHIM | MARTIN NAMASAKA | MARTHA  
MATHENGE | MARY NJOROGI | MATE MARY KARIMI | MAUREEN KANGEE | MERCY OMONDI | MOHAMED  
GOLOLCHA | MOHAMED JAMA | MOHAMUDMOHAMED | MWENDWA KIOGORA | NANCY CHEGE |  
NEHEMIAH NDAR | NGELE ALI | NICHOLAS KIPYEGO | NICHOLAS RIBAI | NICHOLAS WILSON | PATRICK  
TWALA | PEGGY MMATA | PETER GICHARU | PIUS HANDA | POISHO THEOPHILUS | PRISCA KAMUNGI |  
RANA TAHA | ROGERS DHLIWAYO | ROLY DAVILA | ROSELINE IREGI | SABINA LITO | SALOME NYAKUNDI |  
SARAH MAYEKU | SHARON CHEPSERSON | SHEILA KIMANI | SILAS MALOE | STEPHEN GITHAIGA |  
SUSAN ALETIA | SYLVAN OJALLA | TANIA MUTUKU | TAYE AMSSALU | TIMOTHY COLBY | TIMOTHY MAINA |  
TOM NYAWANDA | VALERIE MUNYETI | VERONICA NDERITO | VICTOR APOLLO | WALID BADAWI |  
WAMBUA KITUKU | WASHINGTON AYIEMBA | ZACCHAEUS SOIT | ZAINAB ALI

## UNV COVID-19 RESPONDERS

CYNTHIA WAFULA | DAMARIS MUKAMI MAINA | DAMARIS MUKITI | ERIC EMMANUEL NABSWA |  
ERICK OTIENO OMONDI | FAITH SHAMALLAH | GEORGE ODONGO | JACOB OKELLO | JAMES WAFULA |  
JANE CHRISTINE NJUGUNA | JORAM KIPKENEI | JOSEPH JACOB OCHILO | KELLEN MACHIRA |  
LYDIA KWAMBOKA | MARCELINE OTIENO | MARGARET MUSUNDI | MARY WAWERU | MERCY KAMENE |  
MICHAEL NZYOKA MUTUKU | MOHAMMED SALLAH | NELLIE TAURA | NICODEMUS OTIENO |  
NJERI NJUGUNA | NOEL OCHOLA | OKOTH GEOFFRET OLIENG | OSCAR MUDACHI | PETER MAINA MWANGI  
| RUKIA IBRAHIM | RUTH MUTUA | SIFA LEONARD | TABITHA MBOGHO | TERESIA MUNGAI |  
WALTER WANJEJE | WYCLIFFE CHARO NGALA | YUSSUF ABDI | YUSSUF BIKO | ZACCHAEUS MUNYAO





**United Nations Development Programme**

United Nations office in Nairobi  
UN Complex Gigiri, Block M, Level 3  
P.O. Box 30218-00100, Nairobi, Kenya  
Telephone: +254-20-7364307  
Email: registry.ke@undp.org  
Web: www.ke.undp.org

 @UNDPKenya  
 @UNDPinKenya  
 undpkenya