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Resilient nations.*

BUILDING RESILIENT COMMUNITIES

2016 UNDP KENYA IN FOCUS



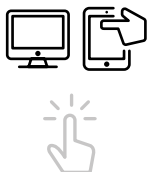
UN DP

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspectives and local insight to help empower lives and build resilient nations.

In Kenya, UNDP aims to address poverty, inequality and exclusion in an integrated and area based approach supporting communities and government to achieve sustainable and inclusive economic growth. Our programmes are delivered in consultation and partnership with a broad range of stakeholders including; the Government of Kenya, civil society organizations, independent bodies, development partners and other UN agencies.

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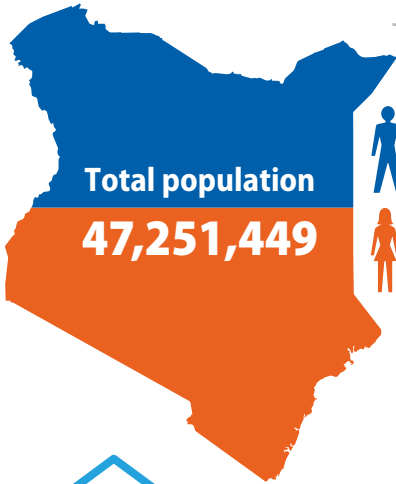
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Kenya Overview 2016



POPULATION



49.1%

50.1%

29
Kenya ranks number 29 in the list of countries (and dependencies) by population.

0.64%
of the world's total population

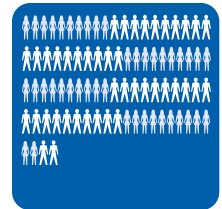
4.37
FERTILITY RATE

19
Median age of the Kenyan Population



26.4% of the total population is urban

The population density in Kenya is 85 per km² (221 people per mi²).



GROSS DOMESTIC PRODUCT (GDP)

72
Kenya ranks number 72 (nominal*) and 74 (PPP**) in the world's largest economies

GDP per capita PPP: \$3,304 (2015 est.)
Nominal: \$1,587 (2015 est.)

Overall national unemployment

10%

80%

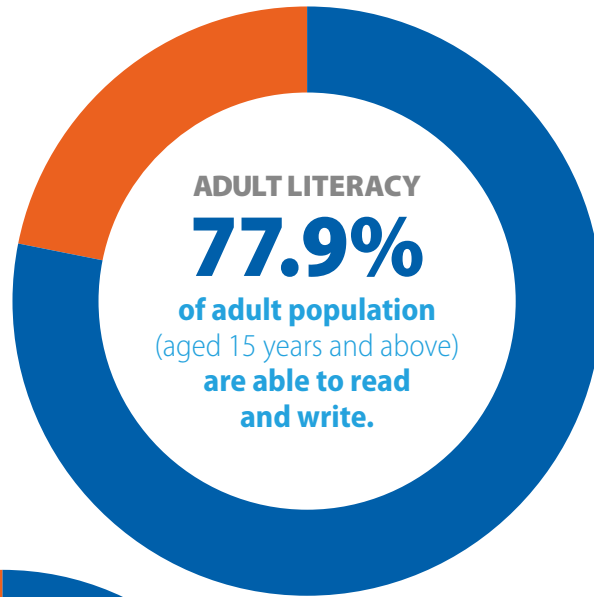
of unemployed Kenyans are below 35 years old

35%

estimated youth unemployment



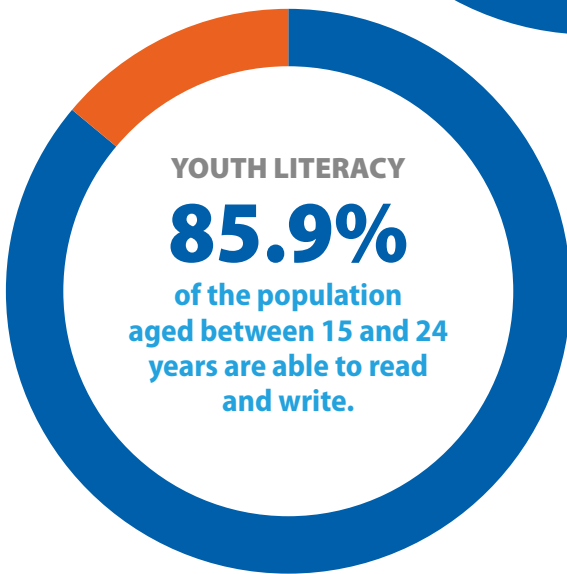
LITERACY



74.9%
of the adult female population
are literate



81.1%
of the adult male population
are literate



86.6%
of the female youth population
are literate



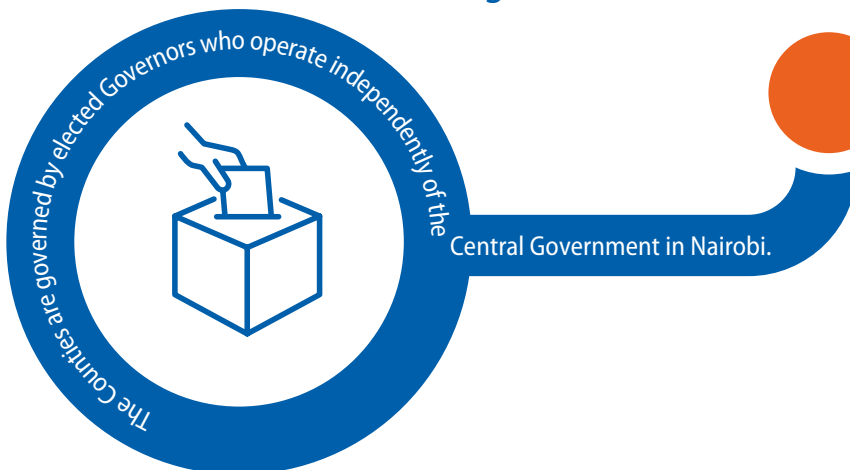
85.2%
of the male youth population
are literate



GOVERNANCE STRUCTURE

KENYA

is divided into 47 Counties that are semi-autonomous
units of governance.



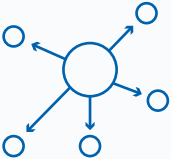




There are

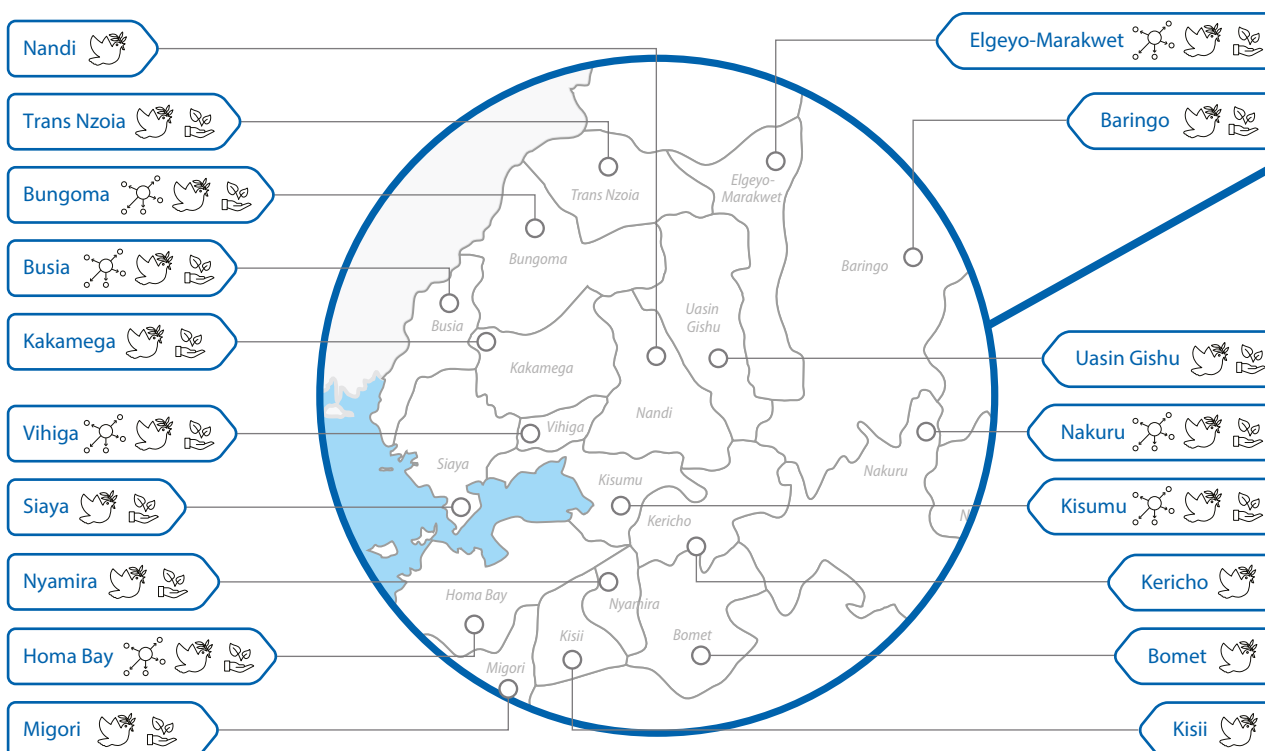
290 &
constituents

1450
county wards

UNDP programmatic footprint at national and county level



Programmatic outcome				
 Support to the devolution process	 Deepening Foundations for Peacebuilding and Community Security	 Productive sectors and trade	 Environment, Natural Resource Management, Climate Change, Resilience & Disaster Risk Reduction	 Civil Society Engagement
Estimated number of direct beneficiaries				
8,139 (Number of people cumulatively trained)	-	5,300 National	699	20,313,089
Number of implementing partners				
1 Implementing partner (Ministry of Devolution and Planning) and 26 responsible partners	27	21	121	370
Allocated resources (USD)				
4,065,175	6,700,000	1,322,722	20,603,268	33,000,000 Allocation over five year period
UN Volunteers attached to the projects				
1	12; additional 4 under recruitment; additional 30 proposed under SCOPE project	2	6	-





National

SOUTH SUDAN

ETHIOPIA

Mandera

Turkana

Marsabit

Nyandarua

West Pokot

Laikipia

Samburu

Wajir

UGANDA



Meru

Tharaka-Nithi

Embu

Kirinyaga

Garissa

Narok

Kajiado

Kiambu

Nairobi

Nyeri

Murang'a

Machakos

Makueni

Taita-Taveta

Kitui

Tana River

Lamu

TANZANIA

Kilifi

Mombasa

Kwale



MR. SIDDHARTH CHATTERJEE

*Resident
Representative,
United Nations
Development
Programme*



Foreword

2016 MARKED THE first year of implementing the 2030 Agenda for Sustainable Development Goals, which the Government of Kenya has taken up ownership through domestication of the 17 global goals at national and county levels ensuring 'No one is left behind.' UNDP Kenya is uniquely placed to support implementation of the SDGs in Kenya, through our programs focusing on key areas supporting; democratic governance, poverty alleviation, peacebuilding, climate change and disaster risk reduction, and economic inequality.

Notably, the Kenyan economy grew at 6.0% in 2016 compared to 5.6 in 2015. The short to medium-term positive growth projections were based on the assumptions of increased rainfall and enhanced agricultural production, a stable macroeconomic environment, continued low international oil prices, the stability of the Kenya shilling, improved security boosting tourism and reforms in governance and justice.

Public expenditure pressures, especially recurrent expenditures, posed fiscal risk to the economy. Importantly, the ballooning public sector wage bill continued to constrain funding for development expenditure, thereby limiting the investment necessary for the achievement of the SDGs. The wage bill as a percentage of government's domestic revenue stood at 55%; and the wage bill to GDP ratio at 12.5% (against international norms of 35% and 7%, respectively). Unemployment remained a major constraint to generating growth with about 800,000 youth entering the labour market each year, while youth unemployment is estimated as high as 35%, compared to the overall national unemployment rate of 9.2%; and with 80% of unemployed Kenyans below 35 years old.

In politics, the country experienced heightened tension in 2016 as the Independent Electoral and Boundaries



Commission (IEBC) prepared for the August 2017 elections. The restructuring of the IEBC, including the appointment of new commissioners, had significant impact on operational planning resulting in delays of key deliverables including components of the UNDP electoral support programme. UNDP, therefore, scaled up conflict analysis and opportunities for social cohesion by leading the development of a joint UN Engagement Strategy, which provides for early warning and monitoring of both conflict hot spots and key socio-economic parameters.

UNDP programmes contributed to the preparation process of the third Medium Term Plan (MTP III) 2018-2022 of the Kenya Vision 2030, which commenced with a consultative mid-term review of MTP II (2013-2017); and also with the launch of the SDGs and an Implementation Roadmap. The implementation of devolved governance remained a priority; and government increasingly enabled county governments to address historical marginalization and inequitable economic development, including implementation of an affirmative action law to ensure 30% of all public procurement is awarded to women and youth.

The devolved system of governance has brought great hope of a better future to the people of Kenya. As a result of improved frontline service delivery targeting areas such as health and agriculture, the level of public confidence in devolved governance increased from 69.7% in April 2015 to 78% in September 2016. It is however noted that for

devolution to have development impact, efficient service delivery is critical and should go hand in hand with proper planning, budgeting, and timely execution.

While there were reduced incidents in 2016 resulting from increased security measures, violent extremism remained a major threat to socioeconomic development. The National Counter-Terrorism Centre reported that terrorism, which has killed more than 900 Kenyans and wounded thousands, continued to cause economic loss particularly in the tourism sector. UNDP national and county level programmes supported implementation of development responses to the drivers of radicalisation leading to violent extremism, particularly amongst youth, through promotion of social cohesion, livelihoods and risk assessments.

Key attention was also directed to frontier counties mainly in the arid and semi-arid regions, with UNDP contributing to this agenda by convening a seminal consultative forum between the national government and the Frontier Counties Development Commission to enable dialogue on priority actions to address issues of endemic drought, violent extremism and poor service delivery.

We invite you to read this annual report that compiles highlights results of our partnership engagement with communities, the government and development partners to bring about sustainable human development and economic growth. ■



**Ms. AMANDA
SERUMAGA**
*Country Director,
United Nations
Development
Programme*



Programmatic Overview

UNDP KENYA COUNTRY OFFICE aligns its programs and projects to the country's development agenda as envisioned in the Kenya Vision 2030 through implementation of the 2014-2018 Country Program Document (CPD). The Country Program is an integral part of the United Nations Development Assistance Framework (UNDAF) to the Government of Kenya closely aligned to the second Medium Term Plan (MTPII), whose overarching goal is to transform the country into a middle income economy.

UNDP made significant progress on Country Programme Document (CPD) under devolution and accountability. County Integrated Development Plans (CIDPs) supported by UNDP, saw 100% of the 21 select county governments continue to implement their CIDPs and budgets. The CIDPs which outline the development priorities of the Kenyan people and identify key service delivery interventions at the sub-national level

have improved frontline service delivery targeting areas such as health and agriculture. This has helped to increase the level of public confidence in devolved governance from 69.7% in April 2015 to 78% by September 2016. The monitoring and evaluation mechanism piloted in 23 counties, with support from UNDP has also facilitated evidence based decision-making and thereby strengthening development impact. However, reported cases of corruption within key social sector at national and county line ministries still remain a significant challenge.

UNDP also supported the electoral reform process led by the Joint Parliamentary Select Committee (JPSC), which culminated in the enactment of the Election Laws (Amendment) Act 2016 and Electoral Offences Act 2016. These are some of the processes contributed to enhanced public confidence in IEBC's preparedness for



the 2017 General Elections from 21% in June 2016 to 35% in September 2016, though there remains deep seated voter apathy, and the low registration numbers of the 2016 voter registration campaign was an attestation.

Towards the realization of community security, cohesion and resilience; the government established mechanisms for improved security to facilitate peaceful 2017 General Elections. UNDP supported the re-establishment of the Uwiano (cohesion) Platform for Peace, which brings together key stakeholders from the government, civil society and private sector to monitor peace and security processes. The platform, provides for national and sub-county level inclusive and multi-stakeholder dialogues to promote social cohesion; and provide a mechanism for state-citizen dialogue for peace and reconciliation.

Further, violent extremism remains a major threat to Kenya's security. The government launched the National Strategy to Counter-Violence Extremism, which articulates the country's prevention efforts against terrorism and violent extremism. Key attention was also directed to frontier counties, with UNDP convening a seminal consultative forum between the national government and the Frontier Counties Development Commission to enable dialogue on priority actions to address issues of endemic drought, violent extremism and poor service delivery.

In addition, Kenya with the support of UNDP, reinforced its global

commitment to environmental conservation and made progress with regards to environmental sustainability, renewable energy and land management. The government approved the Climate Change Act (2016) and revised the Climate Change Policy. These have enabled the government to take stock of climate change related challenges and impacts, allocate and monitor climate related budgets and expenses and at the same time improve national reporting to the United Nations Framework Convention on Climate Change. Kenya further demonstrated its global commitment to environmental conservation where 105 tonnes of ivory (from 6,500 elephants) and 1.35 tons of rhino horn (from 450 rhinos) were set aflame to signal commitment to animal conservation by fighting illegal poaching.

UNDP continues to work closely with public institutions at national and County levels and is committed to reinforcing programmatic footprint through deployment of staff and resources to our programmatic footprint while integrating SDGs in the county development plans to address inequalities and equitable access to resources.

We acknowledge the support from the Government of Kenya, our development partners, civil society, private sector and other implementing agencies that play a key role in the development of the communities that we serve. In this report, we share with you progress made towards this endeavour. ■



01

Transformative
Governance and
Accountability





“ A credible election process can only take place if democratic institutions are well managed, supported and nurtured. Developing capacities and capabilities as well as strengthening election management bodies, is therefore, crucial.”

SIDDHARTH CHATTERJEE
UNDP Resident Representative to Kenya



UNDP'S WORK IN THE governance sector is aimed at building institutions and processes that are more responsive to the needs of citizens especially the poor and marginalized, and that ensure fidelity to the rule of law.

UNDP supports the country's efforts towards achieving Vision 2030 Political Pillar, which envisions a democratic system that is issue-based, people-centered, results oriented and accountable to the public. This Political Pillar gears to transform the country's political governance across five strategic areas;

- The Rule of Law, Electoral and Political Processes;
- Democracy and Public Service Delivery,
- Transparency and Accountability,
- Security Peace Building and Conflict Management

UNDP is working with stakeholders towards the realization of the governance reform aspirations under each of these strategic areas anchored in the Constitution of Kenya and geared towards people-centered development.

How UNDP Kenya interventions addressed the needs of the identified target groups

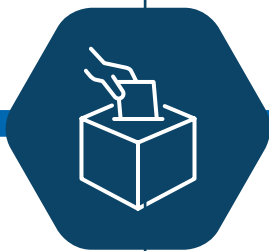
UNDP works to strengthen the capacities of government officials and institutions from both national and county governments so that they are better equipped to deliver public services. Through civil society funding support, UNDP is empowering youth and women including those working with persons with disabilities to effectively engage in local level decision making. UNDP works with persons living with HIV and AIDS to enhance their access to rights through legal advice and legal assistance.



Transformative Governance and Accountability Programme Activities and Achievements

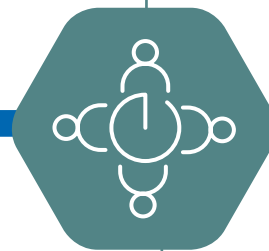
2016 at a glance

- › In 2016 The Independent Electoral Boundaries Commission (IEBC) undertook voter education, voter registration and training based on a robust policy framework, responsive curriculum and manuals developed with UNDP support.
- › The electoral policy framework was strengthened through promulgation of voter education, partnership, stakeholder engagement and diaspora policies by the IEBC and the Office of Registrar of Political Parties with UNDP technical and financial input.



> 45

Through a combination of Human Rights Based Approach (HRBA) capacity development to 45 Civil Society Organizations (CSO) and targeted grants, to four youth-focused CSOs and four women focused CSOs in Kwale and Turkana counties UNDP facilitated an increase in youth and women participation in devolved governance structures. Advocating for the adoption of youth-responsive and women responsive policies and programmes within the context of County Integrated Development Plans has increased access to human rights especially Economic Social and Cultural Rights such as access to health, water and sanitation and proper housing in these counties.



- › The IEBC capacity in planning for the 2017 election was enhanced with UNDP support, enabling strategic review of its 2017 election operation plan in line with evolving national context. IEBC successfully conducted 15 civic by-elections.

› UNDP facilitated IEBC's engagement of:
3,168 voter registration clerks that enabled and supported

1,462,056 new voters bringing the total number of registered electors in 2016 to

15,850,837
and successfully conducted 15 civic by-elections

> 34

national government officials acquired and applied skills on SDGs mainstreaming



(26 males and 8 females)





- › Two counties reviewed their County Integrated Development Plans to mainstream SDGs, Gender and CCA/DRR strategies and developed harmonized County Performance Management Frameworks.

› 61

public officers (48 and 13 females) acquired and applied skills on mainstreaming of responsive climate change strategies in planning.



› 300 affected community members sensitized and their capacity strengthened on rights and access to justice as part of technical and financial support to KELIN and NEPHAK, through the UN Joint Programme on HIV and AIDs.



› 120 (99 males and 21 females) capacity built on national and county level coordination to deliver improved basic services and respond to priorities voiced by the public.



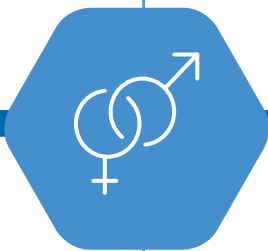
- › The National AIDS Control Council and the National AIDS and Sexually Transmitted Infection Control Programme rolled-out of the Maisha (Health) County advocacy programme targeting 14-24 years including young girls, aimed at increasing awareness on HIV/AIDS amongst young people with UNDP support. The programme is contributing to reduced infections, stigma and discrimination and impact of epidemic among young people..



Transformative Governance and Accountability Programme Activities and Achievements

2016 at a glance (continued)

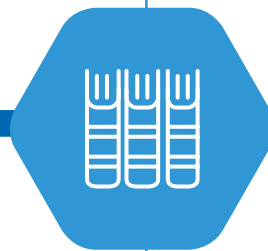
- › The Gender dimension of governance was mainstreamed into eight county governments structures and processes including in public policy and legislation in Turkana county.
- › In collaboration with UN Women, UNDP facilitated and engaged 14 non-state actors to implement strategies aimed at improving women participation in electoral processes and women in political leadership in the 2017 general elections.



- › UNDP supported the Kenya Ethical and Legal Network for HIV and AIDS (KELIN), a human rights organization focusing on HIV/AIDS, in collaboration with the HIV and AIDS tribunal developed the first series of compendium of cases addressed by the HIV and AIDS Tribunal.



- › UNDP strengthened the county level legislative agenda through provision of technical and financial assistance enabling the Ministry of Devolution and Planning to launch 51 county model laws which will guide implementation of devolved governance in Kenya.
- › The Cabinet approved the Policy on Devolved System of Government and 6 national government institutions improved policy and legislative framework to support devolution, with UNDP technical and financial support.



- › In collaboration with UN Women, UNDP supported initiatives for gender mainstreaming and empowerment of women at county level.
- 68** women entrepreneurs were trained to benefit from the 30% Access to Government Procurement Opportunities that allows the youth, women and persons with disabilities preferential access on at least 30% of total government procurement.

- › **UNDP provided technical an financial assistance to the Judiciary enhancing access to justice specifically:** Through adoption of simplified and harmonized court registry management practices (Registry Manuals) by the Supreme Court and over 110 Magistrate and Kadhi Courts; and application of a performance management culture by the Kadhi Courts through their signing of performance contracts and adopting results oriented monitoring tools.

- >21** county governments improved their legislative development, planning and budgeting, performance management, monitoring and evaluation.
- › The Cabinet approved the Devolution Policy and 6 national government institutions improved policy and legislative framework to support devolution



› UNDP supported TICAD VI Secretariat of Government of Kenya to ensure successful delivery of the TICAD VI in 2016 held in Nairobi. Further, UNDP Kenya is supporting the outcome and implementation of TICAD VI (Nairobi Declaration) in close collaboration with the Government and other stakeholders.

› The Country Office (CO) facilitated the launch of the Africa Human Development Report on Accelerating Gender Equality and Women's Empowerment in Africa (2016) in collaboration with UNDP Regional bureau Africa.



› UNDP facilitated the improved capacity of 1,429 (1,007 males and 422 females) national and county government staff on monitoring; performance contracting; public financial management; human resource management; Global Information System; statistics; gender; SDGs mainstreaming; governance and leadership; results based management; record management; civic engagement; and planning and budgeting. This has created capacities for devolution implementation.

› UNDP Kenya jointly with OECD supported GoK in organizing the Global Partnership on Effective Development Cooperation (GPEDC) key action points agreed upon include: Preparation of a detailed GPEDC budget, formulation of a project document to facilitate resource mobilization, invitations and protocol issues. The CO supported the Government of Kenya to mobilize US\$ 206,000 to bridge the in-country budget gap.

› The CO made initial steps in adapting the South South Cooperation Strategy. Based on the regional level engagement, the Country Office developed a concept note to have a stakeholder meeting on SSC with the Government of Kenya playing a lead role.



“ We have heard a lot about Kenya and the progress you have made in decentralization. We are here as students to learn from your experience so that when we go for the final run, we shall not make mistakes.”

MR. KESHAV BUDATHOKI

Minister for General Administration, Nepal



Nepal learns from the Kenyan devolution story

THE 8-MEMBER DELEGATION FROM

Nepal's Office of the Prime Minister and Council of Ministers and the Ministry of General Administration were in Kenya on a mission organized by UNDP Nepal and UNDP Kenya, to comparatively learn on how to deal with transition and federalization issues having recently adopted a new Constitution in 2015 that led to transforming the country into a federal democratic republican state. The 2015 constitution proposed three tiers of government; federal, provincial and local, with constitutionally defined powers and responsibilities.

The consultative meeting with the Senate Committee on Devolved Government stressed on the importance of positive intergovernmental relationships underscoring that a good working relationship between the different tiers of government was key in ensuring the success of devolution. This was also reiterated by a former Commissioner in the Commission for the Implementation of the Constitution, Professor Peter Wanyande.

Professor Yash Pal Ghai of the Katiba Institute reminded the Nepalese officials to tap into the Academia. "This is a crop of people that we forgot about, I hope in Nepal you will use your scholars to critique and enhance your transition process."

The Ministry of General Administration (MoGA), Government of Nepal, has been executing a project, titled Project to Prepare the Public Administration for State Reform (PREPARE), since March 2013 in cooperation with the United Nations Development Program (UNDP). It is this project that has facilitated the exposure visits to Kenya to build the capacity of the government officials as they prepare for administrative restructuring and reforms in Nepal.

At the end of the mission, the delegation achieved a better understanding on political, technical and administrative aspects of transition in the federal context. ■



02

Community
Security, Social
Cohesion and
Resilience





“ We will be part of the team creating linkages for Early Warning system between community structures and responding agencies using SMS108, in a bid to support initiatives that will help prevent electoral violence.

NELLY WAIYA

UN Volunteer - Peace Coordinator, Nairobi County



UNDP WORKS TOWARDS strengthening resilience against conflicts and risks of Climate Change and Disasters in promoting national institutional and policy frameworks and infrastructures for disaster risk mitigation and conflict prevention.

In conflict prevention, the strategic focus is strengthening inter-county coordination and joint response, and institution building mechanisms. Focusing on governance oriented approach to address emerging issues such as county and constituency boundary disputes, resource extraction and land related conflicts; and power sharing to enhance social inclusion, and integration of minorities and ethnic groups.

A further emphasis is on scaling up peace building and conflict prevention in cross-border and area-based programmes initiated through the Resident Coordinator's office; and leveraging on the UNDP comparative advantage in these areas.

The incorporation of disaster mitigation and resilience reinforces the UNDP focus on the Northeast regions are prone to new forms of security dynamics related to the infiltrations of extremist groups from neighbouring Somalia.

How UNDP Kenya interventions addressed the needs of the identified target groups

UNDP targeted communities in disaster and conflict prone counties with a specific focus on women and youth. Interventions for this target group focused on reducing their vulnerability and building their capacity to cope with shocks.

At policy, legislation and strategy development level, UNDP targeted Parliamentary committees, government officials in ministries, departments and agencies by enhancing their technical capacities, skills and knowledge.

UNDP contributed and supported the development of relevant technical capacities, skills, knowledge; strengthened institutional systems, tools and structures as well as provided technical assistance for key government institutions responsible for DRR and peace building, conflict prevention and social cohesion; and countering violent extremism.



Community Security, Social Cohesion and Resilience

2016 at a glance

› The GoK put in place key policy framework and guidelines for Countering Violent Extremism (CVE), which include the *National Strategy on CVE, Standard Operating Procedures, and Returnees and Rehabilitation framework*. Key knowledge products including; crime observatory reports, a baseline survey on CVE; conflict and electoral risk assessments and mapping were developed.

› Two National level platforms were strengthened to play the role of intermediation and dialogue facilitation at high level political spaces. Religious leaders and High level team of Eminent Persons engaged for consensus building on divisive issues on electoral reforms.

>23

counties established County Peace Structures; nine counties set up early warning hubs.



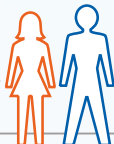
› Awareness on countering violent extremism was enhanced through community dialogues and empowerment of women and youth.

› **>1,600** were directly reached and 30,000 indirectly with messages of peace, social cohesion and Countering Violent Extremism (CVE) through UNDP's facilitation of stakeholder forums.

Over **200** YOUTH
 + **200** WOMEN

reached directly in 10 counties through community dialogues

2000 students and over 80 University Staff directly sensitized on PVE

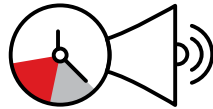


› Three Bills on prevention of violent extremism were formulated, one of which was adopted by Parliament while two are under debate. Six laws on Citizenship and Registration of Persons were reviewed.



- › County governments established 23 peace structures and six County Secretariats/offices responsible for peace and cohesion.

- › Two counties set up early warning hubs and nine counties initiated the process of setting up early warning hubs.



- › Capacities of three National institutions were enhanced through provision of resources, equipment, and targeted training of 621 (245 females) community peace committee members.



- › Women representation in community peace committees increased by 10%, 46 of the 290 sub-county peace committees are chaired by women. While 133 sub-county peace committees have women in other executive leadership positions.

>15

counties have mainstreamed Peace-building, cohesion and conflict sensitive programming into County Integrated Development Plans.

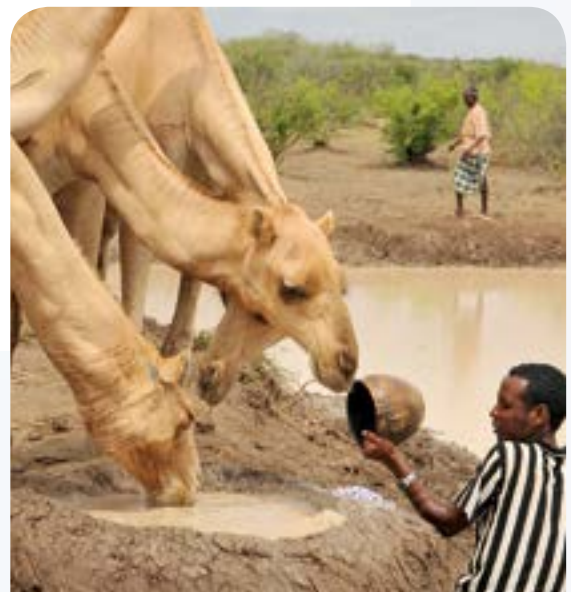


- › Knowledge products including crime observatories, conflict and electoral risk assessment, Hazard atlases and a climate risk management framework were developed to inform policies and programming.

- › Knowledge and capacity for policy formulation and legislation at both levels of government enhanced, through a number of policies and bills developed and training provided to 364 government officers (292 Male, 72 Female).



Training provided to government officers (292 males and 72 females)



- › Four counties developed County La Nina/ Drought Preparedness and Response Plans while the national government has developed the National Preparedness Plan



Community Security, Social Cohesion and Resilience

2016 at a glance (continued)

- Disaster and conflict prone counties registered improvement in their coordination mechanism, early warning, contingency planning and timely response to disasters. Nine counties now have functioning DRM structures as a result of policies and bills initiated.
- At the sub-national level, three counties legislated Disaster Risk Management (DRM) Bills and two sectoral policies revised to integrate DRM. At national level, a new DRM Bill 2016 was drafted and presented to National Assembly.
- County governments were enabled to start allocating local budgetary resources for disaster risk reduction.



> 13,920

(8,376 female) community members' resilience to conflict and other disasters were strengthened. 10,200 people (5,202 females, 4,998 male) of pastoralist communities, diversified their sources of livelihoods to include irrigated agriculture, fishing, and value addition of agricultural and livestock products.

- In the coastal region, 725 at-risk youth are now engaged in economic activities as a measure against exposure to youth radicalization and violent extremism.



- Three county specific hazard and risk mapping which provide critical information for risk informed planning were developed. Based on the risk information, one County Integrated Development Plan, two sectoral policies, three contingency plans, and four DRM policies were reviewed and updated.
- Capacity of 60 (25 female) government officials to utilize the risk information for planning and budgeting was enhanced through targeted training, this will contribute towards efficient resource allocation and legislation at the county level.
- Five counties updated and activated their contingency plans in response to drought in the region.



> 500

households in the coastal region diversified their income sources through value chains additions to honey, fruits and horticulture.



Irrigation boosts food security in Turkana

Turkana County has in the recent past been in the limelight especially during complex humanitarian emergencies as a result of prolonged droughts and unpredictable rains. The regions' vulnerability to disasters is due to a combination of several years of under development, frequent exposure to natural and man-made disasters, influx of refugees and proliferation of small arms. This is often due to the porous borders and conflict over scarce resources of food and water.

Previous interventions have often taken a reactive and short term approach aimed at saving lives, but this in most cases leaves communities vulnerable to subsequent disasters. UNDP is working

with communities affected by drought not only to support recovery but also build resilience.

Nawoyawoi Farmers Cooperative Society is one of the beneficiaries of intervention activities directed towards addressing short term livelihoods economic recovery needs of youth and women while establishing in the process the capacities and building blocks of sustainable local long-term development. Through irrigation, Nawoyawoi group members have been able to change the landscape of a region once deemed unproductive. One drip at a time the once bare fields are now green with vegetation spelling renewed hope for



families that would otherwise be facing starvation and malnutrition.

The farmers cultivate vegetables, cowpeas, maize and fruits which are consumed at household level and surplus stored while some is sold to generate income for members. UNDP assisted in developing the irrigation infrastructure including a permanent intake, main canal, secondary canals and water distribution structures.

Nawoyawoi farmers have also been trained on agribusiness, modern farming methods including provision of seeds, farm tools and installation of shade nets. This has significantly increased their output and also built their capacity in business management.

Perennial drought and subsequent food shortages due to unreliable rainfall might soon be a thing of the past for the group members, and the greater community as they seek to encourage more residents to adopt irrigation to improve their food crop.

In the Turkana community, farming is mainly practiced by women as men primarily concentrate on livestock. Consequently, majority of the group members is comprised of women. In Kenya, women form the majority of the population that depends on rain fed agriculture as their key source of livelihood.

UNDP works with vulnerable communities to reduce the impacts and risks of natural and man-made disasters in the Kenya by supporting recovery and stabilization of livelihoods, protection and empowerment of vulnerable people especially women. To address the immediate and underlying causes of food insecurity, UNDP has structured a robust strategic approach through full integration of short-term, medium and long-term interventions. UNDP employs a three-pronged approach to achieve the goals of integrating the short and long-term needs of men and women regularly faced by crisis. ■

“ Our members are helping others within our community to learn how to farm their own food in a climate smart way. We hope that soon this village will be free of hunger worsened by unpredictable rains.

ELIAS MATANGAI

Turkana County





03

**Environmental
Sustainability,
Renewable
Energy and Land
Management**





Over the years, successive droughts, unpredictable rainfall and other impacts of climate change has made it difficult to find enough pasture and water. As the ground cover gets depleted communities that depend on livestock alone battle to eke out an existence.



UNDP SEEKS TO SUPPORT Kenya meet its' obligations to international environmental agreements while enhancing the contribution of natural resources and environment towards poverty reduction and sustainable socio-economic development.

UNDP supports the government to develop appropriate policies, strategies, tools and innovative programs that integrate environment into national planning and budgeting processes, as well as promoting effective management of natural resources for production and income diversification.

In addition, UNDP assists Kenya with domestication of Multilateral Environment Agreements and Conventions through development of projects that build capacities at grassroots, county and national levels.

UNDP focuses on four main environmental areas namely;

- Climate Change (both adaptation and mitigation),
- Natural Resource Management (Sustainable land Management),
- Forestry and Biodiversity/Wildlife),
- Sustainable Energy Access (both at upstream policy levels and downstream community levels). In the recent past, UNDP has been working to develop projects around sound chemical management through the Global Environmental Facility (GEF)

How UNDP interventions addressed the needs of the identified target groups

The target groups under this programmatic outcome include youth, women and persons with disabilities.

The specific needs of women, which include spending more time in search of water and firewood and deprived for time to engage in productive activities, are addressed through rehabilitation of natural springs, drilling of boreholes and introduction of energy efficient cooking stoves.

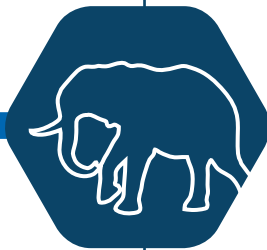
These interventions have reduced dependency on relief food by 30% of the households



Environmental Sustainability, Renewable Energy and Land Management

2016 at a glance

› There was reduced incidents of human-wildlife conflicts following training of wardens supported by the Kenya Wildlife Service, the Big Life Foundation and UNDP.



› Notable progress in wildlife conservation and improved livelihoods for communities living in the Greater Amboseli Eco-system. Three women groups were trained on wildlife conservation and business development. 16 women acquired skills in the production of high quality beaded products sold in local and the international markets, generating higher incomes for the women and improved quality of life for their households.



› Training of media on climate change reporting led to increased coverage of climate related issues in the mainstream media, contributing to better preparedness for climate related incidents such as flooding and droughts.



› Training and distribution of energy efficient charcoal kilns to seven Charcoal Producers' Associations (200 charcoal producers) in three counties (Taita-Taveta, Kwale and Narok) contributed to reduction of environmental degradation associated with unsustainable charcoal production practices.

› The solar water heating manual and training kits provided to 11 Technical Training Institutes by UNDP supported hands on training for students.



- › The national government passed the Climate Change Act 2016 and reviewed the national Climate Finance Policy enabling the government chart climate sensitive development pathways.
- › Kenya's first Climate Public Expenditure and Budget Review Report developed by the government enabled estimation and tracking of climate related expenditures and budgets. This has improved reporting to the United Nations Framework Convention on Climate Changes (UNFCCC).



- › Training of government officers on Green Climate Fund (GCF) application modalities enabled the government to meet required institutional arrangement for effective resources access.
- › In collaboration with the Swedish Environmental Protection Agency, UNDP conducted a national capacity building workshop on human rights-based environmental public administration of the mining sector in Kenya. 28 senior government officials now have better understanding on how to integrate Human Rights-based Approaches into environmental governance in the mining sector.

- › The capacity of the national government to mobilize additional funding for climate adaptation was strengthened by the approval of the Climate Change Act, review of climate public expenditure and coding of climate related budgets. GoK has put in place measures to capture climate change in the Integrated Finance Management and Information System, enabling tracking and consolidation of climate-related finances in the country.



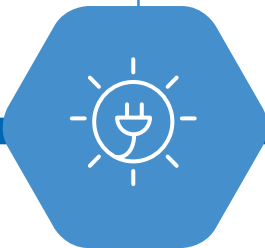
Environmental Sustainability, Renewable Energy and Land Management

2016 at a glance (continued)

>149

Improved charcoal kilns distributed to local communities.

- > GoK submitted two National Appropriate Mitigation Actions (NAMAs) on charcoal to the NAMA facility complementing the national aspirations of achieving low emission and climate resilient development pathways.



>2000

solar lanterns distributed to schools and health centers in the arid areas.

- > The County Government of Marsabit mainstreamed environmental governance in its County Integrated Development Plan which is expected to enhance funding opportunities for SLM, improve job creation and income at household level.
- > Kenya Renewable Energy Association on behalf of GoK and in collaboration with UNDP is running the Mobile platform *860# - a database for accredited vendors and technicians in solar energy supplies. The accreditation of 100 vendors and technicians has improved access to quality solar PV products and technicians resulting to uptake of renewable energy by the public.

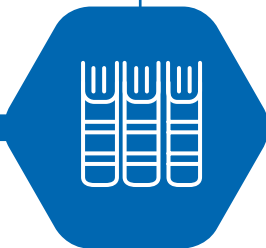
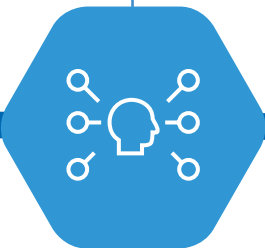




300 Million

› GoK developed tools accelerating key sectors benefiting low income households including the launch of government led crop insurance programme at a premium subsidy of Kenya shillings 300 million in five Counties – Turkana, Isiolo, Wajir, Marsabit and Tana-River – to help small holder farmers to better manage risks in the agriculture sector and increase productivity, as well as reduction of losses.

- › UNDP as a knowledge based organization has been at the forefront in the documentation and dissemination of sustainable land management best practices and developed three new partnerships with county governments on sustainable land management.
- › Documentation and dissemination of SLM knowledge tools and best practices contributed to better land management practices and reduction of post-harvest crop losses in arid and semi-arid parts of the country.



- › The climate sensitive spatial planning tool kits were developed through UNDP support to the County Governments, by identifying the most vulnerable and hazard prone areas for disaster risk reduction, contributing to improved county level planning and development.
- › The Strategic Environmental and Social Assessment of the mining sector is expected to enable the GoK to understand better the status of environmental, administration and governance within the mining sector and to inform on appropriate actions to be undertaken, in order to improve environmental governance in Kenya.

- › Enhanced knowledge on Sustainable Management of Natural Resources and Eco-system Services and facilitation of the national conference on Sustainable Land Management (SLM), brought together key stakeholders (national government, county government, civil society organizations, research and academia) providing a platform for sharing knowledge and best practices.





Solar powered lamps improve school grades in pastoral communities

“The importance of the solar lanterns cannot be over emphasized especially for our children from pastoralist communities. As we relocate from one place to another and children have to attend ‘mobile schools’ with no electricity, the solar lanterns are portable for them to carry and use”

HALKANO BONAYA
Education office, Samburu County

ACCORDING TO THE LATEST data from the World Bank, 1 in every 4 Kenyans has access to electricity. According to research, scientists have confirmed that enough solar energy falls on the surface of the earth every 40 minutes to meet 100% of the entire world’s energy needs for a year. Yet, many of the school going children in Isiolo and Samburu rely on inadequate sources of light for studying after school hours such as kerosene lamps, which expose the them to health hazards including respiratory diseases and eyesight challenges.

The Ministry of Environment, Natural Resources and the Regional Development Authorities in partnership with UNDP, has developed the Solar Lantern Project for Northern Kenya,



Amina Abdi, a student at Bulampya School recounts her experience before and after she received the solar lamp. *“Although the lamp was given to me, it helps my whole family. Before, my five siblings and I would gather around a kerosene lamp or a candle to do our homework, we barely could see. But now, we simply place the lantern at a central point and with the maximum light settings, we are all able to see without any struggle. My grades have improved, due to the extra study hours I put in at night using the solar lamp.”*

Her mother, Halima adds that although the lamp was intended for the school children, it is helping the whole family. *“Before she started bringing the solar lantern home, I had to spend 20 shillings on Kerosene every day. But now, I save around 1,000 shillings a month, money that I have channeled to my children’s education kitty,” she says.*

through *Access to Clean Energy Programme*. The lamps, a donation from Panasonic Corporation bolsters sustainable energy for all initiative and aligns with Sustainable Development Goal number 7 - Ensuring access to affordable, reliable, sustainable and modern energy for all. This project has helped to mitigate inaccessibility of electricity for school going children and health facilities in Isiolo and Samburu Counties.

The Ministry of Environment, Ewaso Ng’iro North Development Authority (ENNDA), together with head teachers from the selected schools are managing the initiative originally initiated by the United Nations Centre for Regional Development (UNCRD). Maalim Mohamed, ENNDA chairperson explains that selected schools were identified through a needs assessment of schools in the counties.

So far more than 2000 units have been distributed to 26 schools and 10 health facilities in less than a year, there is a notable improvement in schools. “There is a huge difference in the school

performance of these children ever since they received the lanterns. As homework is now done and delivered on time” says Abdi Ali, deputy head teacher Bulampya School.

Students carry the lamps home for their evening studies and return them to school the next day for recharging. The project not only provides reading light for the children but also encourages students, especially girls, to attend school as they are required to report to school each day to recharge their lanterns. To ensure sustainability of the project, UNDP has also trained local artisans on proper use and handling of the lanterns.

“The importance of the solar lanterns cannot be over emphasized especially for our children who are from pastoralist communities. In Samburu, we have something unique called ‘mobile schools’. While we cannot carry electricity with us every time we relocate, the solar lanterns are portable,” notes Halkano Bonaya from the county office of Education in Samburu County. ■



04

Productive Sectors
and Trade





Background

UNDER THE PRODUCTIVE SECTORS AND TRADE of UNDP Kenya works towards reduction of poverty and acceleration of progress towards achieving Sustainable Development Goals by supporting pro-poor economic growth and inclusive market development in Kenya. In support of inclusive growth, UNDP has been working at the policy level to create an enabling environment and has

supported catalytic interventions at county level such as business development centres.

Under this programme, United Nations Development Programme seeks to address economic and social exclusion and inequality in Kenya through an integrated approach focusing on promoting inclusive growth by mainstreaming and promoting



inclusiveness through the implementation of policies, strategies and programs that support sustainable development; empowering the poor as economic agents by developing their entrepreneurial and labour market skills, integrating them into value chains and promoting goods and services for the poor; and ensuring that legal, policy framework and institutional capacity is in place to effectively support sustainable management of the extractive sector.

Given Kenya's vibrant private sector and the economic significance of the informal sector, UNDP recognizes the institutionalization of high-level and sector-specific public-private dialogue and value chain development approaches as fundamental to better harnessing the contribution of the private sector to development. UNDP is also supporting Kenya's extractives sector through its regional capacity and collaboration with the African Minerals Development Centre and the regional multi-stakeholders' hub for extractives at the African Development Bank's East Africa Resource Centre in Nairobi. These activities will be implemented jointly with the relevant GoK ministries.

How UNDP interventions addressed the needs of the identified target groups

UNDP addressed the needs of the target groups including public and private sectors and national and county

institutions by supporting institutional capacity development, formulation of policies and influencing regulatory and legal frameworks. Outreach for provision of business development services including skills development in vocational training, entrepreneurship and for access to government procurement for youth and women including micro and small enterprises is enhanced.

The poor and vulnerable (women and youth) are empowered as economic agents

- Business environment for micro and small enterprises sector is improved, economic inclusion is assured; and public private collaboration enhanced
- The governance of the extractive sector is participatory, equitable and contribute to peace and sustainable human development

UNDP programming endeavours to have gender specific outputs and ensure that gender concerns are mainstreamed within the projects. This approach ensures that resources are deliberately allocated to address gender specific concerns – moving forward, programmes shall be designed not only to address practical gender based barriers; and also structural causes of gender inequality in Kenya.



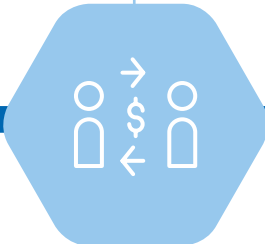
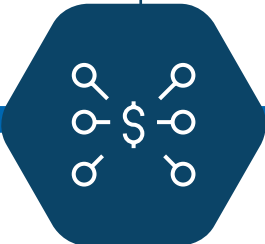
Productive Sectors and Trade

2016 at a glance

- In 2016, two more County Business Development (Biashara) Centres were established in Turkana and Marsabit bringing the total number of Biashara centres already set up in Kenya to four.
- Biashara Centres serve as one stop shop facilities for providing business development services to SMEs, women and youth entrepreneurs by improving their capacities in enterprise development and other innovative ways of doing business.

- With support from UNDP, women and youth entrepreneurs received business development services training, support for start-ups and SMEs to improve their capacities in enterprise development and other innovative ways of doing business, through the County Business Development Centres (Biashara Centres)
- The Biashara Centres facilitated County level private sector engagement on Inclusive Business and SDGs.

➤35,308 people (15,684 female) have benefited from UNDP's livelihood intervention to become active economic agents.





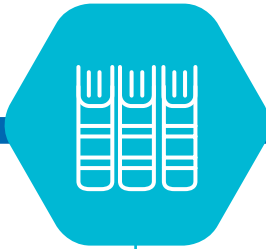
› The Ministry of Mining Strategic Advisory Facility supported by UNDP, developed 16 Mining Regulations to support the implementation of the Mining Act, strengthening the management of the mining sector in Kenya.

› In collaboration with Regional Service Centre, the CO supported a Gap Analysis to find out the extent to which Kenya is aligned to the Africa Mining Vision.

› UNDP provided technical support for the domestication of African Mining Vision

by the Inter-Ministerial Steering Committee spearheading the implementation of Kenya's Mining Vision as well as working towards identifying country priorities.

› Five technical advisors supported by UNDP through the Strategic Advisory Facility at the Ministry of Mining provided technical and policy advisory services in the following areas: Geotechnical Operations; Concession Management and Revenue Optimization; Strategic Communication and Sector Liaison; Sector policy, Strategy and Institutional Reforms and Mineral Promotion and Value Addition.



› GoK developed and adopted two key policies - the National Skills Development Policy (NSDP) and the National Investment Policy (NIP). NSDP will support the management of human resources capacity and develop an integrated approach to skills development; NIP will guide attraction, facilitation, retention, monitoring and evaluation of investments in Kenya.

› The Micro and Small Enterprises Authority implemented the Small and Micro Enterprises Strategic Plan 2013-2017, as envisioned by the Micro and Small Enterprises Act.

› A revised SME Handbook has been implemented by the four Counties in which the Biashara Centres have been established.



Youth and women enterprises spur development and job creation at the grassroots

YOUTH GROUPS ARE WORKING closely with various County Governments to assist young people set up and manage their own businesses. The services of the Enterprise Development Agents (EDA) drawn from 35 counties are on high demand as young people seek their knowledge and services to learn how to set up successful businesses.

Under the training programme the project seeks to enhance the capacity of Kenya's Micro and Small Enterprises (MSEs) and the youth to unlock their potential employment and wealth creation. The two part training aims to transform the youth from job seekers to job creators, and make them more relevant to the development of the



and mentorship to the youth, therefore improving the lives of many residents in their communities. The intensive business skill training and certification also incorporates hands on business experience through placement in public and private sector organizations.

The training is also a unique concept which does not impose on the youth on what they should do but rather work with the skills and passions of the individual and grow their confidence to know that they can monetize their talents and abilities.

“Why I have confidence in these EDAs is because the training does not wait for support and resources coming from outside, they create wealth based on the skills and resources that they have – not even loans or government assistance” said Professor Gautum Raj, one of the lead trainers who developed the programme.

The youth are also encouraged to take advantage of the County Biashara Centers to leverage business opportunities within their counties as the centers serve as a one stop shop for economic opportunities especially for youth and women as well as create market linkages for their businesses

The former alumni of the UNDP training have registered as “Enterprise Development Agents - Africa” entity to act as a resource base with a wide geographical reach serving a growing clientele made up of young business entrepreneurs. ■

medium and small enterprises. In addition the project is supporting the development of the Youth Polytechnics in equipment, curriculum development and skills upgrading.

The certified Enterprise Development Agents are supporting the counties in rolling out the provision of the much needed business development services which include business advisory, entrepreneurship development training




05

Mainstreaming the Sustainable Development Goals



The media was sensitized on the SDGs and the strategy that the UNCT was adopting, to support the Government of Kenya in the domestication and implementation of the SDGs.

An inter-agency committee was established to spearhead the implementation of SDGs in the country; to ensure that SDGs are mainstreamed in government blueprints including review of existing monitoring and evaluation frameworks for SDGs.



The Kenya National Bureau of Statistics with UNDP's support led the alignment of SDGs indicators to fit in the country context. A national stakeholders' forum to validate the domesticated SDGs indicators, and it is supporting the alignment of SDGs to the National Integrated Monitoring and Evaluation System was conducted.

Through UN SDGs Technical Working Group, 73 (56 males and 17 females) county officials from 36 counties and 34 (26 males and 8 females) from the national government were trained on mainstreaming of SDGs into planning and budgeting.

GoK convened a national forum on SDGs including government representatives, CSOs, UN System, academia, private sector and special interest groups to initiate the localization of the SDGs in Kenya.

Through UN SDGs Technical Working group, UNDP led the joint effort of the UN system in supporting the government come up with the National SDGs Implementation Roadmap, launched on 14 September 2016.

Through collaboration between UNDP and the Council of Governors (CoG), a resolution was passed requiring all counties to adopt the SDGs. 47 county governments committed to SDGs mainstreaming, implementation and reporting at the county level.

Localization of SDGs has been cascaded to two ward levels as a pilot within the Taita-Taveta county where over 100 community members were sensitized and gave input on issues affecting agriculture, water and health.

Two county governments incorporated SDGs in their planning process. In Taita-Taveta an SDGs Unit was established within the office of the governor.

A consultative meeting attended by 80 county officers from finance and economic planning, and monitoring and evaluation committed to mainstreaming SDGs in their planning and budgeting.



06

Programmatic and
Organisational Lessons
in 2016; and Priorities
for 2017





Programmatic lessons learned in 2016

UNDP through the UN system can play a more positive role in improving the regulatory environment for civil society organizations to promote broad-based inclusion in governance and accountability. Consistent engagement can influence the implementation of the Public Benefits Organization Act (2013) can assist public discourse between key actors, including the CSOs, to advocate for full implementation of the Act.



Organisational lessons learned in 2016

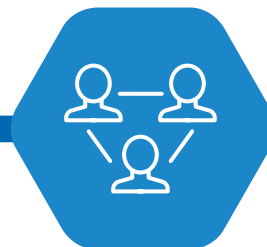
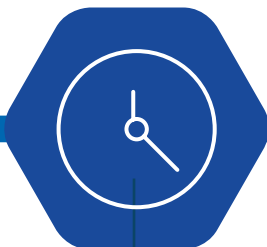
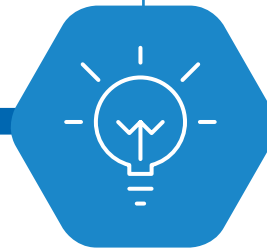
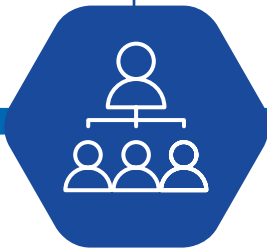
Based on the significant success in support to hosting high level international conferences, the Country Office will seek to leverage and in turn recoup some of its staff costs. The Kenya Country Office has significant potential and collaborative advantage to deliver first class conference facilitation services having been commended by various stakeholders for successful delivery of TICAD VI and other international conferences.





UNDP's role in governance and peacebuilding programmes given its mandate and impartiality is critical. The UNDP US\$ 24 million programme (US\$ 15 million funded) to support to the elections programme integrates robust programming for the peace architecture in "hotspot" counties, youth and civil society engagement. Donors include the European Union, the USA and UK.

The ODA profile indicates a focus on the marginalized communities in Kenya including cross border initiatives and "hotspot" counties which are vulnerable to intra and inter communal conflict and radicalization. As such, the country office aims to review the programme architecture to strengthen our demographic and geographical targeting to these communities both in terms of programme scope and decentralised staff location.



Communication that is effective and timely is an important management tool particularly during structural change periods to manage staff anxiety. The senior management team ensured effective and transparent communication with staff throughout the deliberations of key policy changes in planning and budgeting and thereby alleviated a significant amount of fear and anxiety and maintained forward progress in programme delivery.

Inclusive financial planning is key to effective implementation of structural changes. Both programme and operations colleagues were brought together during time of planning for the office financial sustainability. The sharing of the agenda of Direct Project Costing greatly facilitated implementation.



Programmatic Priorities in 2017

UNDP has been a key contributor in Kenya's development since promulgation of the 2010 Constitution. Six years on, the top three programmatic priorities for the CO are i) Support to devolution and mainstreaming of SDGs at national/county levels; ii) Countering Violent Extremism and youth radicalisation, deepening peace and cohesion in a diverse society; iii) Sustainable, inclusive economic development focused on robust natural resource management and promoting sustainable livelihoods of communities and marginalized groups.

UNDP's CPD aligned to the national Vision 2030, is designed to tackle the structural challenges of poverty, inequality and exclusion that impede achievement of sustainable and inclusive economic growth. In addressing these inter-



Organisational Priorities in 2017



UNDP Kenya's top 3 priorities include:

- i. **Organizational effectiveness and efficiency**
- ii. **Robust delivery and results based programming**
- iii. **Strong resource mobilization to support Kenya's development priorities.**



linked issues, UNDP will continue to support deepening of democracy through quality, innovative programme and policy advice, promotes resilience building for vulnerable and marginalized communities and mitigating negative impacts of cyclical natural disasters and localized conflicts.

The programme will also explore a further expansion of our programme footprint by deploying staff and resources to frontier counties to integrate the SDGs in the county development plans in order to address historical inequalities and focus on leaving no one behind.

UNDP will also continue to work with public institutions at national and sub-national levels to roll out equitable access for citizens to social, economic and cultural rights; strengthening

devolution and county governance. The UN SDGs Technical Working Group, under UNDP leadership, is working with national and county governments in mainstreaming/localization of the SDGs.

Credible elections and management of diversity are critical as 2017 general elections looms, with the programme aiming to support mitigation of pre and post electoral violence through promotion of social cohesion through peaceful dialogue. As a priority, we will also target the inclusion of youth and women in initiatives for the prevention of radicalisation that may lead to violent extremism in Kenya. Last, the country office also intends to contribute to the flagship UN Joint programme in the border counties of Turkana and Marsabit through area-based programming.

UNDP will continue to strive for operational efficiency and effectiveness in support of programmes. Compliance with the ICF remains a priority as well as full implementation of OAI Audit recommendations. Areas of emphasis as highlighted in the 2015 CO Audit include rigorous vendor management, procurement and disbursements. Management structures are in place for accelerating programme delivery, quality and timely reporting to donors, emphasis on evidence based results, capacity development, procurement oversight and strong monitoring of key performance indicators. The country office maintains M & E specialists at project level, and will seek to strengthen this function through coordinated

management of existing resources to aggregate to a programme wide M & E function.

The country office commits to continue mobilizing resources for priority programmes and assures of value for money management. Building innovative new partnerships will be critical to diversify the resource base. As UNDP in Kenya continues to play an important role in the region, a strong optimally staffed CO will be necessary for effective service delivery in a highly competitive environment; including building on Government's preference to work with UNDP Kenya.



Priorities to contribute to a strong and coherent UNCT in 2017

The RR/RC is providing robust leadership to the UNCT in the development of joint programming and increasing the coherence and coordination between sister agencies and with national counterparts. In particular, the cross border initiative with UNCT Ethiopia presents an opportunity for innovative sub-regional programming.

UNDP also makes significant leadership and coordination contributions to the UNCT including leadership of the BOS/ OMT-Common Services and in UN Inter-agency UNDAF working groups on Governance, Environment and. UNDP aims to continue providing support in these respective roles and scale up coordination for strengthened aid effectiveness. UNDP technically leads other UN agencies on programming on SDGs, countering violent extremism and on electoral programming.

Country Office intends to continue supporting the Regional Platform for Great Lakes, the Regional Directors Team, UNV regional office, BPPS Global Policy Centre, IGAD Regional Programme and in excess of 20 agencies. Additionally, the Kenya UNV programme that is hosted by UNDP Kenya is currently the largest in the world managing over 250 national and international UNVs.

Kenya has been the location of choice for high level international and regional meetings and conferences, many of which are supported by the country office operationally, technically or both. In 2016, CO led support to the TICAD VI, UNCTAD and HLM2 international meetings and intend to continue playing this role on a cost recovery basis. ■





Strategic Partnerships

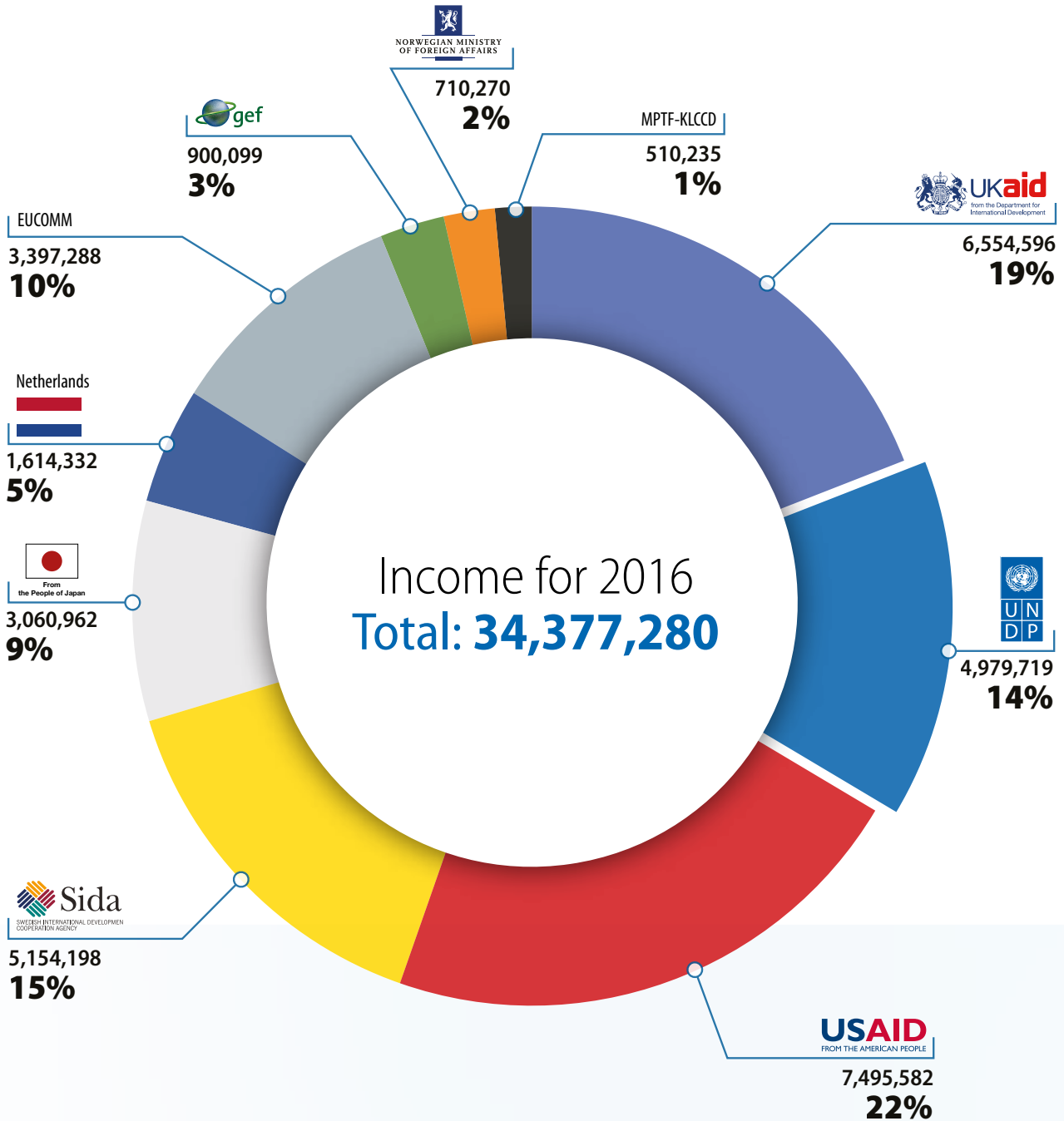
The country office has established strong linkages and partnerships with diverse stakeholders; critical in supporting delivery of sustainable economic and human development. This is an area that is given critical attention, with continuous improvement where gaps exist.

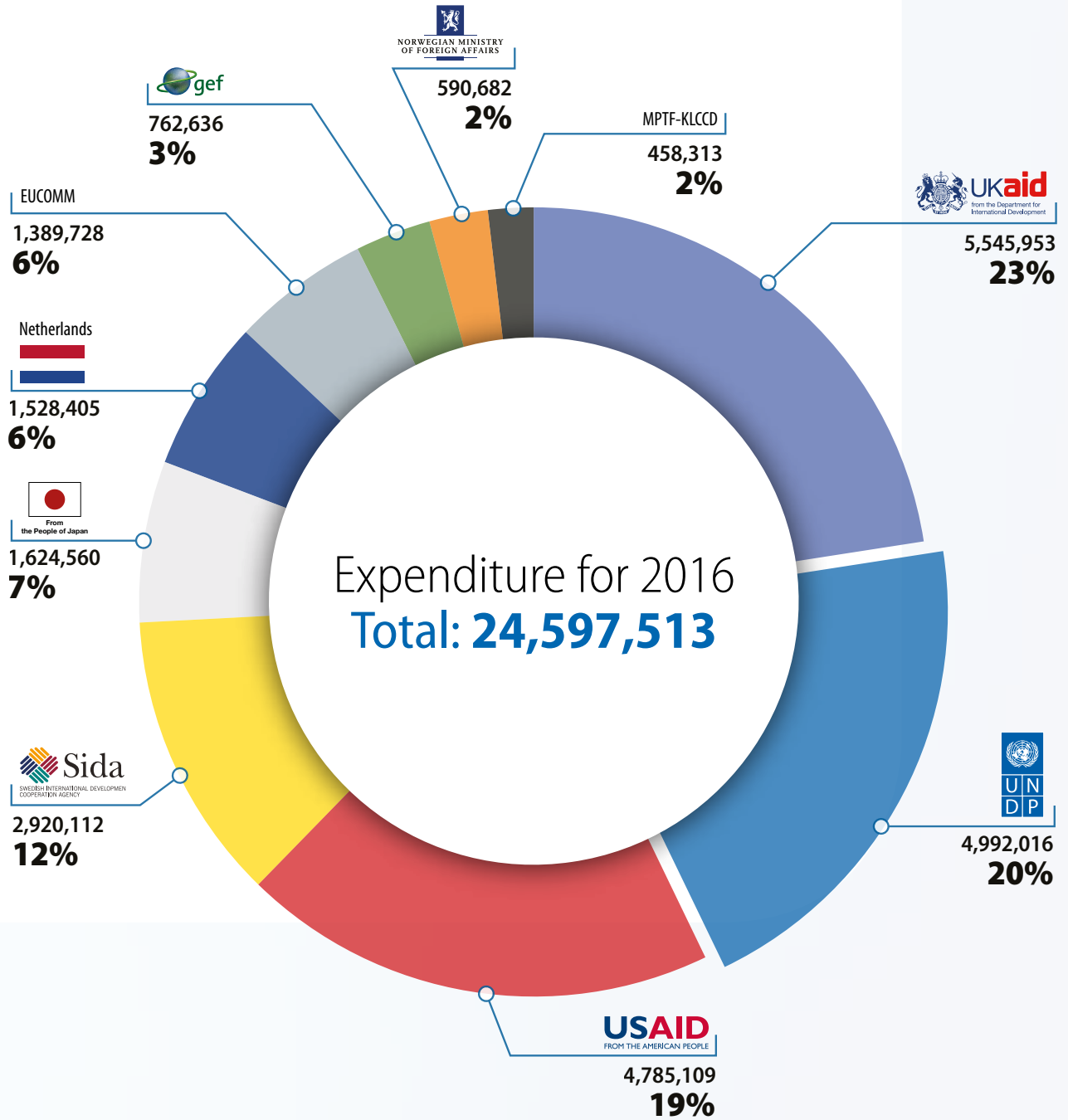
UNDP Kenya Partners

Arid Lands Resource Management Project	Ministry of Foreign Affairs & International Trade
The Council of Governors (COG)	Ministry of Environment and Natural Resource
Federation of Kenya Employers (FKE)	Ministry of Agriculture, Livestock and Fisheries
Frontier Counties Development Council (FCDC)	Ministry of Energy and Petroleum
ICJ Kenya	Ministry of Finance & National Treasury
Independent Electoral and Boundaries Commission (IEBC)	Ministry of Industrialization and Enterprise Development
International Union for Conservation of Nature (IUCN)	Ministry of Sports, Culture and the Arts
The Judiciary	Community Empowerment for Engagement with Devolved Funds
Kenya Law Reform Commission	African Development Bank Group
Kenya Institute of Supplies Management	Canadian International Development Agency
National Council of Persons with Disabilities	European Union (EU)
National Aids Control Council (NACC)	European Commission (EC)
National Disaster Management Authority	United Kingdom's Department for International Development (DFID),
The National Treasury	Government of Canada
Media Council of Kenya	Government of Denmark
Kenya AIDS NGO Consortium (KANCO)	Government of Finland
Kenya Legal and Ethical Issues Network on HIV and AIDS (KELIN)	Government of Italy
Kenya Human Rights Commission	Government of Japan
The Kenya Police	Government of Netherlands
Kenya Private Sector Association (KEPSA)	Government of Norway
Kituo Cha Sheria	Government of Sweden
Legal Resources Foundation	Swedish International Development Agency (SIDA)
Liverpool VCT, Care & Treatment	United States Agency International Development (USAID)
Office of the Registrar of Political Parties (ORPP) Office of the Auditor General	World Bank
Office of the Statehouse Spokesperson	UN Country Team (UNCT)
People's Participation for Equality	United Nations Educational, Scientific and Cultural Organization (UNESCO)
Public Procurement Regulatory Authority	UN Women
Task Force on the Implementation of the Sexual Offences Act 2008	UN High commissioner for Human Rights (UNCHR)
Ministry of Devolution and Planning	Office of the High Commissioner for Human Rights (OHCHR)
Ministry of Public Service, Youth & Gender Affairs	United Nations Office on Drugs and Crime (UNODC)
Ministry of Justice, National Cohesion & Constitutional Affairs	



2016 Income and Expenditure

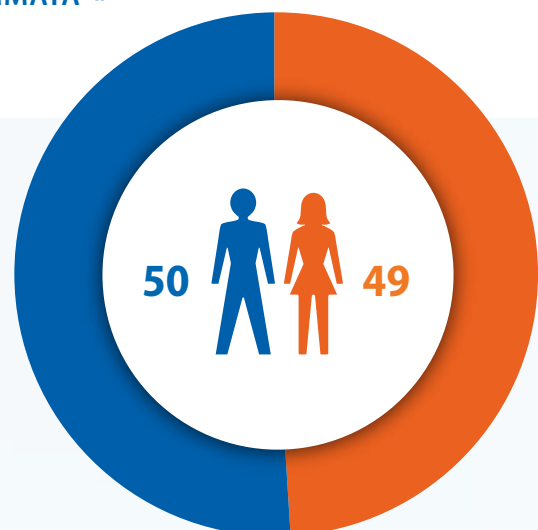






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Acronyms and Abbreviations

AfDd	The African Development Bank
AGPO	Access to Government Procurement Opportunities
AIDS	Acquired Immune Deficiency Syndrome
AMV	Africa Mining Vision
BC	Biashara Centres
BOS	Business Operations Strategy
BOS	Business Operations Strategy
BPPS	Bureau for Policy and Programme Support
CCA	Climate Change Adaptation
CEO	Chief Executive Officer
CFA	Community Forest Association
CIDP	County Integrated Development Plan
CIPS	Chartered Institute of Procurement and Supply
CO	Country Office
CPD	Country Programme Document
CSO	Civil Society Organization
CVE	Countering Violent Extremism
DaO	Delivering as One
DCD-O	Deputy Country Director Operations
DfID	Department for International Development
DIM	Direct Implementation Modality
DOCO	Development Operations Coordination Office
DPC	Direct Project Costing
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EA	Environmental Assessment
EC	European Commission
EEP	Economic Empowerment Programme
ESARO RDT	Eastern and Southern Africa Regional Office Regional Directors Team
EU	European Union
EWS	Early Warning Systems
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEN 0	No noticeable contribution to gender equality
GEN 1	Some contributions to gender equality
GEN 2	Significant contributions to gender equality
GEN 3	Gender equality is a principal objective
GES	Gender Equality Strategy
GPEDC	Global Partnership for Effective Development Co-operation



Acronyms and Abbreviations continued...

GSS	Global Staff Survey
HACT	Harmonized Approach to Cash Transfers
HDR	Human Development Report
HIV	Human Immunodeficiency Virus
HLM	High-Level Meeting
HQ	Head Quarters
HR	Human Resources
HRBA	Human Rights Based Reports
ICF	Internal Control Framework
ICT	Information and Communications Technology
IEBC	Independent Electoral and Boundaries Commission
IFI	International Financial Institution
IGAD	Intergovernmental Authority on Development
IP	Implementing Partner
IUCN	International Union for the Conservation of Nature
IWP	Integrated Work Plan
JSA	Joint Staff Association
KELIN	Kenya Legal and Ethical Issues Network on HIV and AIDS
KenInvest	Kenya Investment Authority
KFS	Kenya Forest Service
KWS	Kenya Wildlife Service
LDP	Leadership Development Pathways
LTA	Long Term Agreement
M&E	Monitoring and Evaluation
MAPS	Mainstreaming Acceleration Policy Support
MDGs	Millennium Development Goals
MoM	Ministry of Mining
MoU	Memorandum of Understanding
MTP	Medium Term Plan
NAMA	Nationally APPROPRIATE Mitigation Actions
NCAJ	National Council on the Administration of Justice
NEPHAK	The National Empowerment Network of People living with HIV/AIDS in Kenya
NGO	Non-governmental Organization
NIM	National Implementation
NIP	National Investment Policy
NSDP	National Skills Development Policy
OAI	Office of Audit and Investigations
ODA	Official Development Assistance
OECD	The Organization for Economic Co-operation and Development



OMT	Operations Management Team
ORPP	Office of the Registrar of Political Parties
PAC	Programme Appraisal Committee
PAGoDA	Pillar Assessed Grant or Delegation Agreement
PMD	Performance Management and Development
PMU	Programme Management Unit
PoPP	Programme and Operations Policies and Procedures
PRODOC	Project Document
PSO	Procurement Support Office
RC	Resident Coordinator
RCO	Resident Coordinator Office
ROAR	Results-Oriented Annual Report
RR	Resident Representative
RSC	Regional Service Centre
SAI	Supreme Audit Institutions
SDG	Sustainable Development Goals
SEPK	Strengthening Electoral Processes in Kenya
SIDA	Swedish International Development Cooperation Agency
SLM	Sustainable Land Management
SME	Small and Medium-sized Enterprises
SOP	Standard Operating Procedures
SSC/TC	South-South Cooperation and Triangular Cooperation
TICAD	Tokyo International Conference on African Development
ToC	Table of Contents
TRAC	Target for Resource Assignment from the Core
UK	United Kingdom
UN	United Nations
UN Habitat	The United Nations Human Settlements Programme
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	The United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNON	The United Nations Office at Nairobi
UNV	United Nations Volunteers
USA	United States of America
USAID	The United States Agency for International Development
USD	United States Dollar
WG	Working Group



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Resilient nations.*