Department
for International
Development

Operational Plan 2011-2015

DFID Kenya

Updated June 2013

Contents

Department for International Development

Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

Department for International Development

1) Context

Kenya has the largest, most diversified and innovative economy in East Africa. Its human capacity, entrepreneurial energy and available capital give it **huge potential** to create jobs and reduce poverty among Kenyans and other East Africans, and set trends for other African countries. It is also **fragile**, with significant risks that this economic potential is not realised, and **vulnerable** to current climatic variability and future climate change. Donor help with new approaches to **service delivery and governance** will be needed if millions of poor Kenyans currently excluded from progress are to benefit.

DFID is one of the largest donors in Kenya, working with a range of bilateral and multilateral partners . DFID's programmes support **Kenya's development priorities** set out in the Government of Kenya's Vision 2030[2], which aspires to promote political and macroeconomic stability, sustained economic growth and social development, underpinned by rapidly expanding infrastructure. The Vision aims for growth rates of 10% to reach upper **middle income status** (currently defined as a Gross National Income (GNI) per capita of $4,035 in 2011). Kenya's GNI per capita was $820 in 2011. Economic growth in Kenya has been volatile. In 2011, growth was 4.4%, with the economy predicted to grow at 4.3% in 2012, but higher sustained growth is needed to achieve Vision 2030's aspirations, especially with a high and unsustainable rate of population growth (currently about 2.9%).

Progress towards these goals requires increased investment and significantly improved productivity. An **increase in aid to 2015** could make this achievable more quickly, improving Kenya's off-track performance on the Millennium Development Goals (notably child and maternal mortality) and reducing inequality. **Aid could gradually be replaced by investment** later in the decade, including from public finance such as the CDC Group.

DFID's work is a core part of the overall **UK Government strategy for Kenya**, which includes engagement on a range of development, commercial, security and diplomatic issues. Staff in DFID and the Foreign and Commonwealth Office (FCO) have adopted a joint approach to promoting good governance and stability in Kenya, which should lay the foundations for strong inward investment and growth. Internal assessments[3,4] highlight the need to tackle underlying causes of conflict through political reforms. Such reforms need to deliver a more inclusive political settlement and promote accountability, without which economic investment and wealth creation will continue to remain vulnerable.

Kenya's potentially rapid development is stubbornly constrained by high levels of **corruption and impunity** by political, government and business leaders. Kenya is ranked 154 out of 182 countries on Transparency International's (TI) Corruption Perception Index[5]. There have been no convictions of significant figures involved in economic crimes or organised political violence such as that seen in the 2008 post-election crisis. With the President and Deputy President, International Criminal Court (ICC) indictees, the involvement of the ICC in investigating the 2007/08 post-election violence is controversial. Recent fiduciary risk and public expenditure assessments for Kenya[6] conclude that the current level of fiduciary risk is stable but not improving. While central Public Financial Management systems compare reasonably with other sub-Saharan African countries (Kenya is in the top half of performers on Public Expenditure and Financial Accountability scores), the level of corruption is high and stable, with little improvement in recent years. As a result (reinforced by previous fraud in the Ministry of Education), DFID Kenya makes limited use of Government systems to distribute aid. We do not envisage changing this until there is strong evidence of improvements in financial management.

Kenya is traditionally an important **regional anchor** for peace and stability in a volatile part of Africa: for trade, transport and communications; as a respected political voice in the African Union; and as a hub of innovation. It remains a responsible partner in most aspects of international relations, a driving force in the East African Community, and a potentially strong engine for regional growth and new ideas on development that sometimes spread across the continent.

Department for International Development

2) Vision

Overview

DFID Kenya aims to support the **unleashing of Kenya's potential** through **promoting stability and security**; **stimulating growth**, led by the private sector and with a focus on job creation to reduce poverty and aid dependency; and **improving service delivery** through supporting greater choice and accountability, and innovative approaches to private sector provision of basic services and reduced vulnerability. We will achieve this over 2011-15 by investing in:

- **wealth creation**: job creation, market development, financial access, infrastructure, trade and regional economic integration to create 250,000 jobs.
- **climate change**: building resilience and supporting low carbon growth to reduce losses from extreme climate events by 0.5% of Gross Domestic Product
- **governance and security**: supporting service delivery and security reforms and stronger accountability to deliver peaceful 2013 elections, and future security for poor men and women
- **health**: providing bed nets, maternal health and family planning services to avert 7,000 deaths from malaria and 6,000 maternal deaths, and to contribute to a 13% increase in the contraceptive prevalence rate
- **education**: supporting schools in hard-to-reach slums and arid lands, and better teacher management to enrol 160,000 more girls and 140,000 more boys in schools, and improve the quality of education and school completion rates
- **hunger and vulnerability**: providing cash transfers to Kenya's poorest and most vulnerable to reduce extreme poverty and improve resilience for 830,000 people
- **humanitarian** : providing funds and supporting policies to help 150,000 conflict and disaster-affected people each year, especially through nutrition interventions
- **supporting girls**: building the assets, health and education of at least 10,000 adolescent girls

Although funding will not initially be provided directly through government systems, we aim to work closely with government through joint donor-government Sector Working Groups to ensure alignment with Kenya's priorities, effective allocation of resources, and leverage of private sector investments.

Alignment to DFID and wider UK Government priorities

The above programmes will honour a number of international commitments. On the Millennium Development Goals (MDGs), we will prioritise malaria and maternal health, contribute to global education funding commitments, and boost wealth creation aimed at inclusive growth (indirectly supporting the UK Government's trade and investment priorities). We will tackle the political fragility which is constraining economic growth (a key objective of our UK Government Strategy for Kenya) and delaying an exit from aid, by supporting political and governance reforms, and improved security and accountability to the Kenyan public. We will strengthen the resilience of households to shocks, especially in the vulnerable arid and semi arid lands. We will contribute to international action to improve the lives of girls and women by targeting our work on wealth, health and education to build direct assets, delay first pregnancy, support secondary school completion, and respond to violence. And we will contribute to climate financing (e.g. UK Fast Start pledge of £1.5 billion by 2013) and tackling climate change.

What we will stop doing

To better focus resources, we plan to scale down or exit from five areas where we are currently spending money and/or have a watching brief (in discussion with the Foreign and Commonwealth Office, Kenyan government and international partners who work in these areas). Part of our **HIV/AIDS** support was phased out in 2012 (although social marketing of condoms will continue until 2014) reflecting our significant contribution to the Global Fund to fight AIDS, Tuberculosis and Malaria (GFATM) . The programme of support to **Government Statistics,** ended in 2012 and was not renewed. Support to **Land Reform** was not renewed, given the difficulties of achieving results without disproportionate effort. And support to **Public Financial Management** will be maintained only through our sector-specific engagements and devolved government work, given the many other donors active in this area.

Department for International Development

3) Results

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Wealth Creation	Additional jobs created	0 (new programme) (2010)	250,000 (2015) – 83,000 (33%) will be women [C]
Climate Change	Number of people supported by DFID funding to cope with the effects of climate change	0 (new programme) (2010)	147,000 (2015) [C]
Governance and Security	Additional number of people supported to have choice and control over their own development and to hold decision-makers to account	0 (2011)	3,400,000 (2015) – 1,700,000 (50%) will be women [S]
Health	Additional number of births delivered with the help of nurses, midwives or doctors	0 (new programme)(2010)	15,000 (2015) [C]
Education	Number of children supported by DFID in primary education each year	0 (new programme) (2010)	300,000 (2015) - 160,000 (over 50%) will be girls [S]
Poverty, Hunger and Vulnerability	Number of people receiving DFID-funded cash transfers	360,000 (2010) – 61,000 households, two-thirds headed by women	830,000 (2015) – 140,000 households [S]
Humanitarian	Number of malnourished children aged under five treated or benefiting from specific acute malnutrition prevention programmes each year	44,000 (2010 snapshot) – 22,000 girls	35,000 (2015) – 17,500 (50%) will be girls [S]

[C] indicates Cumulative result [S] indicates Snapshot result

Department for International Development

3) Results (continued)

Evidence supporting results

Kenya has good sources of information and strong evidence for the impact of development policies and programmes. Donors, including DFID, have contributed significantly to this knowledge, which shapes the choice and design of interventions in our Operational Plan. Our approach to using and developing the evidence base for our programmes over the next four years is two-fold. Firstly, there are sectors that we are already involved in and where there is strong evidence of impact for us to scale up our support. In **health**, Kenya has good research data from published studies on lives saved from malaria programmes[7]. **Cash transfers** are a proven instrument for reducing extreme poverty and managing household-level risk and vulnerability[8]. Our current project-level monitoring and evaluation shows recipient households using transfers to increase family food consumption, children's education, assets and trading. Recent evidence from a **DFID study on the economics of disaster resilience**[9] also supports DFID's increasing longer term investments in the arid lands. On **regional trade**, there is also good evidence on the links between reduced costs of container transport in East Africa and growth[10].

For a second set of interventions, we have general evidence on the expected impact of working in a sector, but DFID Kenya is engaging for the first time or changing approach because of what the evidence is telling us. In **education**, we plan to re-focus on the arid lands because data show that these areas are where most out-of-school children live[11]. For **climate change**, DFID has co-funded a major study on the economic costs of climate shocks such as floods and droughts[12]. Our work will build evidence of what interventions would have most impact on this. To support **adolescent girls**, an action research programme will generate evidence for the best combinations of support to adolescent health, education and economic empowerment that will lift girls out of poverty, building on existing evidence[13]. In the **governance and security** sector, state-building models draw on analysis of cross-country data. The Kenya programme has been informed by analysis of the 2007/8 post-election violence, and accountability work through civil society and parliament, building on similar successful programmes in Kenya and the region[14]. Work on conflict, police reform and corruption is higher risk, but also potentially high reward.

More generally, we are embedding lesson-learning into all of our programmes to continually improve our understanding of how our activities make a difference for poor people. For our **sustainable employment** programme, for example, DFID has good evidence of impact of a similar programme in Kenya[15], but recognises that attributing additional jobs to donor interventions is technically difficult – the programme will involve best practice monitoring and evaluation based on international standards, so that its impact can be better understood. We will also aim to disseminate development lessons learned from Kenya more widely and systematically across the continent and beyond.

Value for Money (VfM) rationale

The DFID Kenya portfolio provides balanced support for **promoting stability and security**, **stimulating growth** and **improving service delivery**. While we believe that aid should gradually be replaced by investment in Kenya, progress now towards middle-income status requires continued aid to make this goal achievable more quickly, and to improve Kenya's off-track MDGs. There is a strong VfM case for aid investment in these three areas over the next few years.

The portfolio of programmes we have selected reflects good VfM based on evidence on cost efficiency and expected impact. In **education**, our shift to school development and subsidising the costs of education in the arid lands together with supporting private schools for the poor will be one of the most cost-effective ways of getting children into the classroom[16]. Our **health** interventions will be guided by evidence on the widely differing needs across Kenya rather than a one-size fits all approach to all districts[17]. We can expand the number of beneficiaries in our **social protection** programme because the overhead costs are low compared to other countries, there are economies of scale, and because cash transfers are averting the need for **emergency responses** such as costly food aid. We plan to increase our investment in wealth creation and trade due to the high potential returns - the anticipated overall rate of return for a proposed portfolio of investments in Kenya to reduce costs of trade is 44%[18].

Department for International Development

4) Delivery and Resources

Key changes to our operating model will be contracting out more project management, (introducing more commercial), exploring more silent partnerships (where we delegate management of funds to other donor agencies), increasing engagement with the private sector for new models of service delivery, and promoting more innovation through the private sector. Kenya programme results will be delivered through the following key partnerships:

Other UK Government Departments: we will continue to work particularly closely with the FCO and others, notably on governance and security (where we have a successful one team approach) and increasingly too on climate change and business development, where different UK Government objectives align.

Government of Kenya: with our experience of fraud in the Ministry of Education, we will make limited use of central Government systems to distribute aid, but we will continue to engage in policy dialogue, strengthening Public Financial Management systems, planning for delivery of public services, and improving aid effectiveness. We will make careful use of our relationships, our policies and our increasing aid budget to exert maximum pressure for reforms in governance, devolved government, corruption, public service delivery and stability. The 2013 elections were a significant moment for governance in Kenya, and we will explore ways of working with the new county governments to be established under the new constitution.

Bilateral donors: we will continue to work through successful joint funding arrangements such as in wealth creation (Denmark, Sweden, the Netherlands), climate change (Denmark, France, Japan), health (Germany, Denmark), governance (Canada, Denmark, USA). Many bilateral donors see the value in working with DFID given our capacity for analysis and innovation, and we will continue to seek joint working opportunities to leverage funds and improve aid effectiveness.

Multilateral agencies: we will continue partnerships with the World Bank (e.g. wealth, devolution and cash transfers), European Union (e.g. wealth creation) and United Nations agencies (e.g. security sector reform, constitutional implementation, humanitarian relief and basic social service delivery). To mitigate against risks identified in the published Multilateral Aid Review, we will consider using alternative implementing partners during new programme design. We will undertake careful fiduciary risk assessment of DFID funding of a World Bank Trust Fund for cash transfers that will pass through government systems. Although our humanitarian support will be prioritised in line with the annual UN-led Emergency Humanitarian Response Plan, it will be delivered through a range of partners.

Civil Society Organisations: these will remain key partners for delivery in some sectors (e.g. social marketing of health commodities), as well as agents for change and improving accountability (e.g. governance partnerships on anti-corruption, accountability for services delivery, strengthening media scrutiny, supporting and monitoring Parliament and MPs, and local and national security and peace-building programmes).

Managing agents: to secure effective management of an increasing budget, we will use managing agents to deliver programmes (e.g. for markets and jobs, managing grants to civil society, health and education services delivered through non-governmental agencies and contractors working with public facilities and the private sector). We will need to work closely with DFID’s procurement group to speed up procurement which constrains rapid delivery of programmes.

Private sector: increasingly we will work with the private sector to provide incentives for innovation and private delivery of services (e.g. cash transfers through Equity Bank, exploring cash on delivery for providers of low cost private education and an innovation fund for health service delivery, firms and private sector groups for pro-poor market development). Under the new CDC Group strategy, we will build synergies with CDC Group work in Kenya investing in private sector activities that benefit poor people. We expect to underpin a significant increase in the proportion of work undertaken on basic services, private sector development and infrastructure through DFID global funds.

Delivery arrangements for our wealth creation portfolio will include not-for-profit trusts instead of traditional project implementation units, that allow for stronger participation by private sector and government interests in setting strategy (e.g. Financial Sector Deepening Trust, Trade Mark East Africa).

Department
for International
Development

4) Delivery and Resources (continued)

Planned Programme Spend

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL 2011-2015		
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total £'000
Wealth Creation	4,730		5,940		9,010	3,900	14,500	9,000	10,700	9,000	40,150	21,900	62,050
Climate Change	240		4,050		2,710	700					6,760	700	7,460
Governance and Security	6,240		9,230		10,560		10,600		10,200		40,590	0	40,590
Education	6,270		4,360		3,440		9,000		12,000		28,800	0	28,800
Reproductive, Maternal and Newborn Health	3,860		3,030		6,270		9,600		21,300		40,200	0	40,200
Malaria	6,300		11,540		13,630		14,000		19,400		58,570	0	58,570
HIV/Aids	11,050		10,500				2,700		2,500		15,700	0	15,700
Other Health	5,730		4,600		4,800		10,500				19,900	0	19,900
Poverty, Hunger and Vulnerability	17,800		18,050		21,820		45,000		36,300		121,170	0	121,170
Humanitarian	7,070		23,000		15,160		18,100		14,600		70,860	0	70,860
TOTAL	69,290	0	94,300	0	87,400	4,600	134,000	9,000	127,000	9,000	442,700	22,600	465,300

Note: Figures for: 2010-11 and 2011-12 are actual outturn; 2012-13 are provisional outturn; 2013-14 and 2014-15 are planned budgets

Department for International Development

4) Delivery and Resources (continued)

Planned Operating Costs: DFID Kenya

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	1,555	1,682	2,031	2,042	2,426	8,181
Frontline staff costs - Non Pay	672	646	859	713	700	2,918
Administrative Costs - Pay	242	207	169	195	209	780
Administrative Costs - Non Pay	95	87	51	63	61	262
Total	2,564	2,622	3,110	3,013	3,396	12,141

Until April 2012 Kenya and Somalia were one department and operational costs were reported jointly . For 2010/11 & 2011/12 we have split actual costs on the basis of FTEs of staff in the Kenya and Somalia programmes to estimate the proportion of spending in Kenya. The 2012/13 figures are provisional outturn and the final outturn may be slightly different. 2013-14 and 2014-15 are planned budgets

Administrative costs for the Kenya office (i.e. the share of the joint British High Commission corporate services team, and other office-wide costs) have been split between Kenya and Somalia by a ratio of 50:50 for 2013/14 and 2014/15.

FTEs numbers are rounded up to the nearest whole person.

Frontline delivery staff (FLD) costs and FTE staff numbers exclude staff funded from pure programme (PPF) working more than 50% of their time for other organisations.

Department for International Development

4) Delivery and Resources (continued)

Planned Efficiency savings

Delivering Programme Efficiencies

Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	Slide 2 refers to several programmes that will be closing (HIV/AIDS, financial sector support, statistics, land reform and public finance management), freeing up money for allocation to new work.	£15,000

<u>Administrative costs savings</u>:

Following a fundamental review of its staffing and structure, DFID Kenya and DFID Somalia merged their corporate services team with the rest of the British High Commission team in April 2011. The consolidation should result in greater efficiency and value for money on corporate services, but it is not possible to quantify the possible savings at this stage as business case analysis has not been done. These changes should, however, result in further administrative savings during the four year period.

	2011/12		2012/13		2013/14		2014/15	
Administrative Cost Savings Initiative	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in costs as a result of Office Restructuring								
Other Reductions								
Total	0	0	0	0	0	0	0	0

Department for International Development

5) Delivering Value for Money (VfM)

DFID Kenya attaches high importance to **demonstrating results**, and to **proactively managing for Value for Money** across the portfolio. We have also begun systematically to **strengthen logframes** and to use **economic analysis** through the programme reporting cycle. This has resulted in a higher burden of proof that interventions are maximising impact for the money spent, based on a clearer understanding of the unit costs of delivery. Improving **procurement** has also been prioritised in DFID K&S, by strengthening staff capacity on procurement, better training, and attention to minimising costs of programme management.

Challenges

Between 2011 and 2015, challenges we will face in driving VfM through our programme include:

1.Developing a systematic **framework for monitoring progress** in improving VfM across all programmes and corporate services.
2.Demonstrating **VfM in technically demanding areas**, including governance, health system strengthening, employment creation and humanitarian programmes.
3.Putting the **new DFID Business Case** into practice – especially undertaking option analysis early on and ensuring design is informed by VfM analysis.
4.Attaining appropriate levels of **VfM expertise and awareness** for different roles in DFID K – advisory, programme and corporate staff.
5.Increasing **implementing partners**' understanding of VfM and ensuring they are able to manage DFID-supported programmes to maximise and report on VfM.

Actions

1. We have developed a DFID Kenya **VfM Improvement Plan**. The plan includes:
    - Summary of DFID's corporate understanding of VfM , including links to detailed guidance on sector VfM metrics.
    - Indicators of progress to help monitor how effectively DFID Kenya is mainstreaming VfM good practice across our working.
    - A summary VfM template for each pillar that shows the main VfM issues in their sector and steps being taken to monitor VfM progress and respond to this management information.
    - Performance criteria for staff to include in PMFs on VfM.

2.We have introduced one to two VfM metrics each for economy, efficiency and effectiveness in new programmes.
3. We have undertaken a **VfM study of humanitarian action,** developed an initial set of common VfM metrics, and asked for VfM information from humanitarian agencies to inform spending decisions.
4.We have established an **Accountability and Results Team** and assigned roles in QA for Business Cases.
5.We have ensured that all new **logframes are in line with good practice**, and all current logframes are validated annually.
6.We have increased awareness and capacity of DFID's approach to **VfM amongst implementing partners.**

Going forward we will deepen progress in these areas with priority in the following areas:
1.Finalise VfM summaries for each pillar and use this as basis for **regular review of progress of VfM** in each pillar portfolio
2.Complete set of **VfM metrics that are meaningful** in driving performance and demonstrating cost effectiveness of interventions against useful comparators
3.Integrating **VfM metrics within broader M&E** rather than treating as separate issue to results, technical performance and programme management
4.Deepen VfM analysis in monitoring ongoing programmes, e.g. using **new Project Completion Report format**
5.Require **implementing partners** to provide better evidence of how they manage to maximise VfM of DFID funds, as well as encouraging other donors to make similar asks of the same implementing partners.

Department for International Development

6) Monitoring and Evaluation

Monitoring:

How: each of our programmes will be underpinned by a **monitoring framework** that will provide the data to track progress against programme targets, and monitor the Operational Plan and associated Results Frameworks at regular intervals. The data will come from a variety of sources, including from routine information management systems in health and education, specialised surveys such as the Kenya Integrated Household Budget Survey, the Demographic Health Survey and specific project-level information management systems.

Who: the main responsibility for collection of data and monitoring project-level outputs and outcomes will fall to **implementing partners**. Additionally, nationally representative government surveys and systems will provide outcome and impact level data. Lead advisers and programme teams will be responsible for results monitoring of all programmes on a regular basis and for updating the results framework.

When: monitoring at the project level by implementing partners will be continuous, but we will agree a **regular reporting cycle with partners** (usually quarterly). We will use annual reviews in line with blue book requirements to assess progress against outputs and how this is contributing to the achievement of outcomes. The office results framework will be reviewed at least every six months, and the Operational Plan reviewed/refreshed annually. We will use six monthly pillar review meetings to scrutinise progress on delivering results.

What: the monitoring will be used for project management and identifying changes of course that may need to be made, to assess portfolio performance, value for money and to inform future programming decisions. We will use the results frameworks to report on key results, and inform DFID Kenya's communication material and DFID corporate reporting.

Evaluation:

Since 2011 the proportion of our portfolio with an **evaluation component** has risen from about a third to well over half by value (including social protection, education, adolescent girls and elements of the health and wealth creation programmes). We now have an Evaluation Strategy and we will do more evaluation to assess the impact of innovative programmes (for example cash transfers to increase school enrolment, retention and learning outcomes), and less evaluation of tried and tested methods that we know should work. We will ensure that lessons from new evaluations are shared with our partners and within DFID, and we will work with partners to build their own capacity for evaluation. We have strengthened our capacity to build the evidence base across our programmes with a joint DFID Kenya and DFID Somalia **Accountability and Results team**, including an A1 evaluation specialist as head, an economist and two results advisers.

Building capacity of partners:

Since 2004 we have supported the Kenya National Bureau of Statistics in strengthening the National Statistical System (NSS) through a World Bank (WB) statistical capacity building programme. We will continue to influence the WB and the Kenya National Bureau of Statistics to improve the **quality, timeliness and relevance of the national statistics for poverty reduction**. Among the areas that we seek to strengthen is the integration of sector and county-level statistics (in health, education and social protection) in the national statistical system, and the provision of more up-to-date and detailed data on poverty levels in Kenya (as the last survey was done seven years ago) – this will help the Government of Kenya track progress towards its goals and help inform DFID Kenya's programming.

Department for International Development

7) Transparency

DFID Kenya will promote transparency, and contribute to DFID's commitments in the UK Aid Transparency Guarantee, in a number of ways:

- Publication in English and proactive dissemination of the **Operational Plan** in-country.
- Publication of **comprehensive project information**, including level of funding, procurement, expenditure, and easy-to-understand project documents and project data on the DFID website.
- Asking **managing partners** to conform to the same standards of transparency, possibly writing this into new project contracts. Implementing partners will be required to raise awareness of projects they are implementing among targeted beneficiaries using appropriate local languages.
- Influencing **government and non-governmental partners** in-country to aspire to higher standards of transparency in order to enable citizens to scrutinise their activities, and hold them to account.
- Design projects to have **transparency components**, and support Civil Society Organisations to make public official information more widely available in more useable formats that Kenyan citizens can use to demand for greater accountability for resources, and better delivery of services from various government institutions.
- Publicise the **details of new and ongoing projects in-country** highlighting exactly what the projects aim to achieve, where they are being implemented, who the partners are and what the stakes are for beneficiaries, their families and communities etc., and encourage feedback.
- Organise **stakeholder meetings** to share new policy directions and programme priorities of the UK government to better fight poverty.
- In-house production of **communication materials** e.g. country fact sheets and sector briefs in English for distribution to interested members of the public, stakeholders, partners, etc.

Department for International Development

8) Human Rights Assessment

The UK recognises that the realisation of all human rights underpins sustainable development. Through its development programmes, the UK aims to support civil society and governments to build open economies and open societies in which citizens have freedom, dignity, choice and control over their lives, and institutions are accountable, inclusive and responsive.

Human Rights Context

Economic and social rights: Almost half of all Kenyans live on less than $1 a day with significant regional variations in poverty. The Human Development Index has improved steadily over the last 6 years (0.47 to 0.51) remaining above the sub-Saharan average. Kenya performs well on net school enrolment rates though girls remain disadvantaged at all levels. The under 5 years mortality rate is 74 per 1000 live births and contraceptive prevalence is 39% (modern methods).

Non-discrimination: Kenya's Gender Inequity Index score declined from 0.65 to 0.61 between 2000 and 2012 (UNDP). In March 2013 elections, 87 of the 416 seats in the newly-established National Assembly and Senate chambers are now held by women (UN Women 2013). Maternal mortality is at 488 per 100,000 live births having not improved significantly in recent years. The 600,000 refugees in Kenya do not have the right to work nor normally move freely (KRC 2012). The penal code criminalizes sex between men and specifies a maximum penalty of 21 years' imprisonment.

Civil and political rights: Freedom House rates Kenya as "partly free" but records a deterioration in political rights and civil liberties from 3 to 4 between 2007 and 2013. This may change with the largely peaceful elections in March 2013 which were judged to be largely free and fair by international observers (EU 2013). The Universal Periodic Review reported in June 2010 and the Government accepted 128 of the 150 recommendations put forward, but rejected 7 (since the September plenary the Government accepted 138 and rejected 1). Implementation of recommendations will be reviewed at the next UPR process in 2015.

Likely Direction of Travel

Social and economic rights: Mixed/Improving. Annually around 600,000 new entrants to the job market chase 55,000 new formal jobs. However, the relatively peaceful elections may provide a growth dividend. Economic opportunities remain constrained by poorly enforced property rights, corruption and insecurity.

Inequalities and women and girls rights: Static. A new devolution process may start to address the significant marginalisation of some regions in Kenya. There are important provisions for gender equality in the new constitution.

Civil and political rights: Mixed. A peaceful national referendum in 2010 saw the adoption of a progressive new constitution which, along with its enabling legislation, has strengthened the human rights framework. It is too early to judge the approach of the newly elected government. After years of stagnation judicial reforms are gaining momentum under a new Chief Justice. However, police reforms have been slow and accusations of extra-judicial killings and human rights abuses continue.

UK approach and focus

The UK will strongly support positive trends on **social and economic rights**, investing in improving incomes for the poor by encouraging an open economy, deregulating markets and improving financial access for the poor. We are scaling up distribution of insecticide-treated bed nets (free for children and pregnant women); promoting condom use; and supporting policy development on equitable access to health care by all.

We will step up work to address **inequalities:** the UK supports improved education access, subsidising the cost of education for the poorest in the arid lands and financing new approaches to schooling to put a further 180,000 children in school. We will save the lives of 7000 women who would otherwise die in childbirth; help 700,000 more use contraceptives to reduce adolescent fertility and support 15,000 additional births to be delivered with skilled health personnel. We will increase the percentage of girls completing basic primary education to grade 5 from 74% to 99% and help generate 83,000 additional jobs for women. The UK supports refugee assistance and protection services through the UN (including preventing gender-based violence).

We are strengthening **political and civil rights** through support to human security, devolution and greater accountability to citizens. A new DFID programme to improve security will seek to lower levels of violence (including against women and girls) and reduce conflict.

Department for International Development

Annex A : Revisions made to Operational Plan 2012/13

- Updated the references to the Kenyan elections which took place in March 2013
- Removed references to the Kenya Joint Assistance Strategy 2007-2012 which has expired
- Included reference to our work on improving resilience in Northern Kenya
- Included results progress
- Included revised programme spend and operating costs .
- Included a Human Rights Assessment.

Department for International Development

Annex B : Results Progress

Pillar/ Strategic Priority	Indicator	Baseline *(include year)*	Progress towards results (*include year)*	Expected Results *(include year)*
Wealth Creation	Additional jobs created	0 (new programme) (2010)	This is at an early stage of implementation, establishing measurement systems to monitor results and evaluate employment changes along programme-related value chains (2012/13) using internationally recognised (DCED) standards and protocols.	*250,000 (in 2015 – end year snapshot)*
Climate Change	Number of people supported by DFID funding to cope with the effects of climate change.	0 (new programme) (2010)	Almost 5,000 people were supported to cope with the effects of climate change in 2012/13, of whom half were women. Results are on track.	147,000 (2015) cumulative total
Governance and Security	Additional number of people supported to have choice and control over their own development and to hold decision-makers to account.	0 (2011)	5,600,000 Kenyans were reached with voter and civic education on Kenya's elections, and 40,000 youth received social messages through Shujaaz in 2012/13. More than 2,700,000 were women.	3,400,000 (2015) – 1,700,000 (50%) will be women
Health	Additional number of births delivered with the help of nurses, midwives or doctors.	0 (new programme) (2010)	Programme designed and Business Case undergoing approval with implementation on track to begin in 2013.	15,000 (2015) cumulative total
Education	Number of children supported by DFID in primary education each year.	0 (new programme) (2010)	Programme implementation started in 2013. On track to report results in 2014.	300,000 (2015) - 160,000 (over 50%) wlll be girls.
Poverty, Hunger and Vulnerability	Number of people receiving DFID-funded cash transfers.	360,000 (2010)	A total of 670,000 people benefited from cash transfers from the Hunger Safety Net and Orphan and Vulnerable Children programmes (2012/13).	830,000 (in 2015 – end year snapshot)
Humanitarian	Number of malnourished children aged under five treated or benefiting from specific acute malnutrition prevention programmes each year.	44,000 (2010) – 22,000 girls	62,000 children aged under 5 were given specific acute malnutrition prevention interventions in 2012/13, of whom 50% were girls.	35,000 (2015) – 17,500 will be girls

***** These results may not be directly aggregated with other country results due to different measurement methodologies

Department for International Development

Annex C: Endnotes

List of source material and data mentioned in plan
1. Kenya Joint Assistance Strategy (2007-2012), published by the Aid Effectiveness Group and GoK Treasury, 2007
2. Vision 2030, Ministry of Planning and National Development, Government of Kenya (2007)
3. Kenya Country Governance Assessment update – see References
4. Joint Conflict and Vulnerability Assessment on Kenya- see References
5. TI Corruption Perceptions Index 2011 http://cpi.transparency.org/cpi2011/results & Transparency International East Africa Bribery Index 2011 http://www.transparency.org/news_room/latest_news/press_releases_nc/2011/2011_10_20_east_african_bribery_index_2011 (pdf download)
6. DFID Fiduciary Risk Assessment 2008 - see references; Public Kenya Expenditure and Financial Accountability Assessment 2009 www.ec.europa.eu/europeaid/what/**kenya_pefa**_final_report_2008.pdf
7. Malaria morbidity and Mortality estimates modelled from KEMRI DSS in Siaya and Bondo Districts in Nyanza Province. Hamel M.J. *et al*. A Reversal in Reductions in Child Mortality in Western Kenya, 2003-2009, in press). The interventions proposed are the unfunded gaps identified by the MoH June 2010 analysis of interventions and results needed for achievement of the National Malaria Strategy (National Malaria Strategy 2009-2017). Lancet Series on Maternal and Child Undernutrition, 2008
8. Samson, M *et al* 2006. Designing and Implementing Social Transfer Programmes. Economic Policy Research Institute Page 3. Conditional Cash Transfers in Education, World Bank, 2008,, PRWP 4580. Oxford Policy Management, 2010, OVC Impact Evaluation
9. Cabot Venton et Al (2012) Economics of Early Response and Resilience, Downloaded from http://www.dfid.gov.uk/What-we-do/Key-Issues/Humanitarian-disasters-and-emergencies/Resilience/Economics-of-Early-Response-and-Resilience/
10. Reductions in transport costs of around 10% have been shown to increase trade volumes by 25% Limão and Venables (1999), Infrastructure, Geographical Disadvantage, and Transport Costs, World Bank Policy Research Working Paper No. 2257 Programme Memorandum for East African Transit Improvement Programme cost benefit analysis of East African border posts (2010) recently approved by Africa Regional Department.
11. Ministry of Education, 2009. Education Statistical Booklet
12. See references. \$0.5bn pa or 2% of GDP, possibly rising to 3% of GDP per annum by 2030. Derives from a detailed study of the Economics of Climate Change in Kenya (SEI 2009). Stockholm Environment Institute, Study on the Economics of Climate Change 2009; and Findings of UNEP Adapt Cost 2009
13. State of the evidence set out in Adolescent Girls Initiative 2010, www.worldbank.org/gender/agi
14. Building Peaceful States and Societies, A DFID Practice Paper, Department for International Development, March 2010. http://www.dfid.gov.uk/Documents/publications1/governance/Building-peaceful-states-and-societies.pdf

Department for International Development

Annex C: Endnotes (cont)

List of source material and data mentioned in plan
15. Business Services Market Development Programme (BSMDP) programme impact review by Grant, W. ‘Programme Completion Review: DFID Kenya’s Business Services Market Development Programme (BSMDP)’, September 2008; Anderson, G. ‘Framework report - Developing services and markets for the rural poor: The e6perience of the Business Services Market Development Project in Kenya from 2003 to 2008,’ April 2008.
16. ‘The fees may indeed be very low: it may cost parents little more to send their child to a non-government school after taking into account the hidden costs of “free” education such as the stringent requirements for uniform, and non-fee payments to schools.’ p.64 *HDRC* Economic Appraisal and Status Report of Kenya Education Sector, August 2010
17. “The risks of malaria infection in Kenya in 2009”. Abdisalan M Noor, Peter W Gething, Victor A Alegana, Anand P Patil, Simon I Hay, Eric Muchiri, Elizabeth Juma and Robert W Snow, *BMC Infectious Diseases* 2009, 9:180
18. TradeMark East Africa Cost Benefit Analysis, DFID, Jan and Aug 2010; and East African Transit Improvement Programme cost benefit analysis of East African border posts (2010)

Department for International Development

Annex D: Results for girls and women (continued)

An **Adolescent Girls Initiative (AGI)** will be developed in the Kenya Programme. It will have five objectives for both action (objectives one and two) and research (objectives three, four and five):

- 1.*Primary impact on the girl*: to increase age of first marriage, subsequent age of first birth and reduce pregnancy related deaths; increase safe reproductive health practices; increase years of schooling (literacy, education attainment); increase economic and social assets; and improve safety of adolescent girls.
- 2.*Secondary impact on the girl*: to strengthen the enabling environment for adolescent girls to develop and flourish (at the household, community and national levels).
- 3.*Develop a scalable model*: to develop a successful model for building up girls' assets cost-effectively, in a way that can be scaled up across Kenya.
- 4.*Research/learn*: to develop, test and document learning about a successful and cost effective combination of activities that develops the agency of adolescent girls; and a related delivery and monitoring system.
- 5. *Evidence and leveraging*: to build and package evidence on the value for money of the programme in order to ensure wider support for further expansion of the programme.

Expected impact with the AGI

- Primary impact: direct benefits to around 10,000 girls initially.
- Secondary impact: indirect benefits through community building, participation, advocacy and policy development.

Our Approach

A Gender Action Plan (GAP) is reviewed each year which sets out office commitments on key programme indicators and processes, building staff capacity, communicating our gender work, and workplace issues. A committed group of key advisers and programme officers representing each team (the Gender Champions Team), chaired by the Head of office, oversees progress made against the GAP. Programme reporting will provide sex disaggregated data, and qualitative analysis of gender outcomes, and a gender score-card method will routinely screen programmes to assess overall progress. We will seek strategic partnerships to influence programme and policy processes that promote women and girls, including national processes such as Kenya's broader international commitments on gender equality and human rights.

Future strategic actions linked to delivery of results on girls and women

DFID has provided technical support to the Government of Kenya to help prepare for the UN's Committee on the Elimination of Discrimination against Women (CEDAW) and the launch of the African Women's Decade (AWD). This provides a legal and administrative framework of support for the development of women and girls. DFID Kenya will keep a watching brief on this process with a view to taking up further opportunities to advance the interests of girls and women in our programmes.

- Kenyan women will benefit from DFID's regional funding to the Eastern African sub Regional Support Initiative for the Advancement of Women (EASSI), working with women as informal cross-border traders.
- We will work with other donors through Kenya's gender coordination structures to influence policy and leverage further funding and impact through our programmes.
- We will improve communication of the impact that our programmes are having on girls and women, to promote results and success.

Department for International Development

Annex E: Current and proposed programme interventions

Wealth Creation:

- Extension and development of PRIME components into scaled up programmes on investment climate including PPP, infrastructure for regional integration and market development, is now complete; as is a new inclusive finance programme. This takes total Wealth programme size to £86.2m
- Further work is underway on appraisal, extension and development of programme components in: extractives, customs integration, youth employment, ICT.

Climate Change:

- A Climate Change programme for institutional strengthening, adaptation response, climate technology enterprise development and knowledge/voice. Strengthening Adaptation and Resilience to Climate Change (STARCK), (£6.7 million, 2011-13), (STARCK+, £18 million, 2013-2016).
- A Green Mini – Grids programme is planned for 2013-16.

Governance and Security:

- Existing four year Drivers of Accountability programme (£19 million), an Election Management and Security programme (£11.5 million) and Devolution (£4 million). New programme planned on Security for the Poor (£10 million)

Health:

- Reproductive Health and Family Planning – based on existing social marketing programme (approx £2 million pa in first two years and £1 million thereafter) plus new £31million family planning programme on community level delivery through NGO-GoK joint programmes, targeting rural poor women and adolescent girls.
- Maternal health - Planned £75 million Maternal Health Programme in Western, Nyanza and Rift Valley provinces;
- Malaria – continuing support to free bed nets through ante-natal clinics (£32 million); and vector control through existing support to malaria strategy (£5 million) plus new support to indoor residual spraying and malaria information systems (£31 million);
- HIV/AIDs - existing programme ending in 2012 (£6.4 million) plus on-going support to social marketing of condoms (£22 million);
- Other health - on-going health financing and systems strengthening support (£10 million) and new £3.8m innovations fund for private sector delivery of services.

Education:

- New programming following the termination of sector budget support includes financial assistance to poor families to help overcome cost barriers to education (£2.1 million), activities to improve access to education in the arid and semi-arid counties (£11 million), improving accountability and transparency in the education sector (£4 million), improving quality in early grade reading and maths (£4.6 million), secondary school scholarships for disadvantaged children across Kenya (£1.5 million), and support to the poor in urban slums to access high quality, low-cost private schools (£2 million)

Poverty, Hunger and Vulnerability:

- Social Protection (SP) – Phase I of the cash transfer programme (£72.4 million) included Hunger Safety Net Programme (HSNP), policy support and orphans and vulnerable children (OVCs), ends 2013. From 2013, plan to support Phase II of HSNP (£85.5 million) and Social Protection Policy and Phase II OVC (£38.2 million).
- Poverty in arid lands – Approved Arid Lands Support programme to develop longer term resilience to drought in four counties of Arid and Semi–arid lands (£14.3 million)

Humanitarian:

- A nutrition programme (£16.8m) focusing on enhancing response, prevention and resilience to acute malnutrition in the ASALs; and a refugee programme (£36m) supporting protection and assistance to refugees in Kenya (mostly Somalis in the Dadaab camps complex in NE Kenya)