

**Evaluation Report for Programme Name:  
Thematic Evaluation of Kenya's Job Creation Programmes**

**Response to NAME of Evaluation Report**

**Background**

This independent thematic evaluation of the UK Foreign, Commonwealth and Development Office (FCDO)'s job creation programmes in Kenya was commissioned to assess the contributions to job creation of a portfolio of four economic growth programmes, as well as to support and assess the effectiveness of their different strategies and approaches.

**Methodology**

This was a qualitative, theory-based, thematic study.

A portfolio-level theory of change was developed and validated during inception and served as a conceptual framework for the evaluation, which applied a theory-based approach. It included four programmes.

Data collection through desk review, key informant interviews and focus group discussions fed into case studies, one per programme, to generate evidence for the portfolio-level evaluation looking across them all. The major limitation to the evaluation was the variation and weaknesses in jobs measurement methodologies and data encountered across all the programmes.

**Findings**

FCDO has responded to the urgent need to create jobs in Kenya through the private sector and economic development through a variety of programmes over the last few years. They have ranged from direct job creation mechanisms with a short pathway to impact (KCJF) to support for investment in businesses (MA), creating jobs and promoting inclusive economic growth with government through better urban planning and attracting investment (SUED), to addressing more systemic issues to increase trade, reducing friction and providing essential infrastructure, necessarily on a longer time trajectory (TMA). The portfolio level theory of change for FCDO's job creation programming through its different pathways is evidenced as valid and effective.

The approaches and methodologies used to measure job impacts vary widely across the programmes and have gaps and weaknesses which undermine the reliability, completeness and usefulness of reported jobs data. As a result, data is not sufficiently robust to enable adequate monitoring and evaluation of the programmes and means that whilst the pathways themselves are evidenced as leading to jobs in qualitative terms, outcomes are not reliably quantified and the relative effectiveness and value for money of the different pathways cannot be assessed.

Value for money could be strengthened overall, across the portfolio as a whole, rather than by focusing on programme level value for money by attempting to compare modalities. Synergies between the job creation pathways make them mutually reinforcing. A holistic, integrated portfolio

## Management Response & Recommendations Action Plan

approach to future job creation programming planning and design could amplify progress towards jobs outcomes and maximise value for money overall (and more effectively than taking a binary either/or approach). Capturing the wider impacts of programmes beyond jobs but highly relevant to context and needs and the enabling environment for job creation, such as improved access to urban services or increased fiscal revenues, would also provide a more holistic view of overall value and effectiveness. Finally, the evaluation has found that all four programmes are relevant in different ways to the needs of the Kenyan economy and to particular contexts and, largely, to the needs of women, young men and women and other marginalised groups. All programmes have considered inclusion in both design and implementation and there is evidence of women and marginalised groups benefitting from programmes although job outcomes cannot be quantified due to a general absence of disaggregated data.

### **Key lessons**

#### Portfolio design

1. Theory of change analysis can help to identify and highlight synergies between pathways and could be made a more explicit part of the design approach.
2. 'Value' has many dimensions and needs to be defined if it is to be measured meaningfully.
3. Value can be maximised overall by taking a holistic view

#### Programme design

1. Programme budget cuts can lead to programmes focusing on shorter-term and more direct pathways to impact.
2. GESI considerations in design are effective when they are based on consultation and followed through into implementation approaches.

#### Programme Implementation

1. Effective stakeholder engagement and accompaniment / capacity building can enable replication and sustainability and build longer term impact but needs to be built into delivery plans.
2. Stakeholder capacity assessment usefully informs choice of partners and can thereby help to manage programme risk.

#### Monitoring and evaluation

1. Cuts to MEL budgets ultimately hamper delivery by limiting the availability of data about programme outcomes which could inform decision making.
2. Programmes can only be compared if they have employed a common measurement framework on job creation.
3. Any framework for job measurement needs to be tailored to the specific context and ensure that the definition of quality is appropriate.
4. Programmes require guidance and capacity to adopt and implement suitable measurement frameworks.
5. Commitment to inclusion in design and implementation is undermined if data is not disaggregated.

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Evaluation Report Title: **Thematic Evaluation of Kenya’s Job Creation Programmes**

Many of the recommendations below were identified as gaps by the team from the outset; the evaluation was commissioned as an attempt to fill these gaps and create concrete, practical steps forward. We were hopeful that this evaluation would provide more specific recommendations that we could apply to our programming. It would have been helpful to look at other plausible methods for assessing jobs, against the challenges of implementing the Jobs Measurement Framework. We broadly agree with the recommendations, but they are too generic and general to be able to develop concrete actions against them. Comments by recommendations are below.

<b>Recommendations:</b>	<b>Accepted or Rejected</b>	<b>If “Accepted”, Action plan for Implementation or if “Rejected”, Reason for Rejection</b>
Recommendation 1: Strengthen complementarity between FCDO programmes with job creation outcomes by taking a holistic, integrated portfolio approach	Accept	New programmes will build on evidence and existing networks. We are looking across our portfolio and how programmes fit together.
Recommendation 2: Develop a holistic impact measurement framework for economic development programming – it is not all about job creation.	Partially accept	We agree in principle; we will feed this information back to the centre. Ideally the evaluation would have helped us identify mechanisms for doing this, but this was a gap in the final product.
Recommendation 3: Strengthen jobs measurement by adopting and applying the JMF consistently across FCDO economic development programming	Partially accept	We agree in principle; we will feed this information back to the centre.
Recommendation 4: Provide practical support to programmes undertaking jobs measurement	Partially accept	This will be considered as part of recommendation 3.
Recommendation 5: Ensure that MEL budgets are adequate to implement a robust approach to jobs measurement	Partially accept	This will be considered as part of recommendation 3.
Recommendation 6: Enhance portfolio-level learning to improve portfolio effectiveness	Partially accept	This was the intention of this thematic evaluation, however, the findings and recommendations did not prove as useful as we had hoped. BHC Nairobi is considering options for improving opportunities for sharing across partners.