

Management Response from Joint Programme Participating UN agencies to the recommendations of the Final evaluation of the Joint UN SDG Funded Programme for Social Protection in Kenya 2020-2022



This document, finalized in March 2023, presents the management response to the recommendations of the evaluation Joint UNSDG funded programme for social protection Kenya.

1. The evaluation was commissioned by World Food Programme (WFP) Country Office (CO) in Kenya, on behalf of the Joint Programme Participating UN agencies (PUNO) – WFP, Food and Agriculture Organisation (FAO), United Nations Children’s Emergency Fund (UNICEF), International Labour Organisation (ILO), and in collaboration with UN Resident Coordinator Office (UN RCO), including the UN SDG Partnership Platform.
2. The evaluation has had the dual objective of accountability and learning and has focused on the lifecycle of the programme (15th January 2020 - 15th September 2022, 32 months).
3. The evaluation made 8 key recommendations. The matrix sets out whether PUNO agrees, partially agrees, or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities, and timelines.

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible office/division/unit. Names of supporting offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
Priority: Recommendation 1 (December 2022) Recommendation 1: Consider the continuation of the Joint Programme through the implementation of a second phase with a duration of 5 years minimum (see recommendation 4). A continuation of the effort to address Social Protection Challenges in Kenya would be well aligned with the priorities of the new government, which came into office in August 2022, and with Agenda 2030. This new phase should focus both on filling gaps that are currently overlooked, but also scaling up of activities based on all the foundational and catalytic work done during the phase under review here.	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	Agreed	Reach out to SDG Secretariat and enquire on possibility for a second phase of 5 years duration. We are also developing a new JP under the UNSDCF 2022-2026 which will focus on key lessons and experiences as well as new Country priorities	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	30 th April 2023

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Priority: Recommendation 2(Continuous during implementation of the next CSP) Recommendation 2: The development of a new Joint Programme Phase should consider the inclusion of additional government actors who are also engaged, albeit more informally, in the Social Protection sector. For example, the Ministries of Agriculture, Health, and Trade.	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	Partially agreed. Agree on the engagement of additional government actors in the development of the new JP phase	Involvement of additional government actors and - non-state actors in the development of the JP to be actualized in the creation of steering committee and technical committees of the UNSDCF new JP	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	31 st August 2023
Recommendation 3: The process to mobilise resources for a future phase (see recommendation 1), should actively include the different stakeholders involved in the planning and design of the intervention (see recommendation 4). The Government	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	Partially Agree To involve different stakeholders in the planning and designing of interventions and	Involvement of different stakeholders in the planning and designing of interventions and resource mobilization processes.	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	31st December 2023

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of Kenya should be engaged in co-funding the interventions		resource mobilization processes. However, on co-funding by government we acknowledge that domestic financing for sustainability will be dependent on availability of fiscal space.			
Priority: Recommendation 4: Through discussion with government during the design phase, ensure that any future Joint Programme (or like effort) continues to enjoy Government leadership/buy-in. The inclusion of non-state actors early on in the process, is also critical. A time	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	Agreed	As per recommendation 2 and 3		

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<p>frame that allows for the Government to absorb and roll out activities is also important. Ensuring a realistic time frame, that enables effective use of results (roll out and absorption), should be part of the discussion with donors during the design phase. A periodic review and evaluation of activities (and the activities roadmap) will enable time frame adaptation if needed.</p>					
<p>Priority:</p> <p>Recommendation 5: Any future Joint Programme should further explore the articulation between different activities to ensure that activities conducted yield the best possible results. Inter activity articulation should be used to ensure that change created can be greater than the sum of their parts. Each activity should have a single agency lead, and include a clear articulation plan that shows</p>	<p>UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)</p>	<p>Agreed</p>	<p>In the development of the new JP, to ensure that interlinkages are created and responsibilities with clear milestones are indicated in the joint workplan and also ensure joint monitoring of activities</p>	<p>UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)</p>	<p>31st August 2023</p>

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how, when, and led by whom, inter activity articulation should take place.					
Priority: 4. Recommendation 6: In order to enable gender mainstreaming, a thorough gender analysis covering all relevant areas should be conducted. This will enable the implementers of activities to access gender data when/if needed. Gender disaggregated data should be consistently collected and gender mainstreaming should be reviewed periodically to ensure any necessary adaptation is made.	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	Agreed	Conduct a thorough gender analysis and ensure data disaggregation of data by gender	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	30th June 2024
Priority: Recommendation 7: Continue to ensure that new programming does not accidentally overlook key groups. To do this a new programme should	UN RCO	Partially agreed. The leaving no one behind analysis has been undertaken and	To the extent possible, to ensure that in the programme design no one is left behind by including LNOB group representatives in both	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	31st August 2023

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be, wherever possible, informed by periodic vulnerability assessment(s), that allows for disaggregation by sex and age within the different groups. In future, this will also help ensure that groups that may not be under the Government of Kenya radar are included.		we may not commit for the periodic analysis	the JP's technical committee and steering committee.		
Priority: Recommendation 8: The inclusion of end users should be further expanded in future activities. This will serve to ensure that a HRBA is included across the whole implementation of the programme and not only as part of specific activities. This will ensure improved ownership and legitimacy of the interventions. This could include the active representation of	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	Partially agreed. To influence inclusion of end users, legal and policy direction is very key to ensure a human right based approach. The new JP design will also include representation of end user groups	The new JP design will include representation of end user groups	UN RCO with the 4 Participating UN Agencies (ILO, UNICEF, FAO, WFP)	31st August 2023

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agencies representing end user groups in programme discussions.					