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الاستثمار في السكان الريفيين

جمهورية كينيا  
برنامج الفرص الاستراتيجية القطرية  
2025-2020

مذكرة إلى السادة ممثلي الدول الأعضاء في المجلس التنفيذي

الأشخاص المرجعيون:

نشر الوثائق:

الأسئلة التقنية:

**Deirdre Mc Grenra**

مديرة مكتب الحوكمة المؤسسية  
والعلاقات مع الدول الأعضاء  
رقم الهاتف: +39 06 5459 2374  
البريد الإلكتروني: gb@ifad.org

**Sara Mbago-Bhunu**

المديرة الإقليمية  
شعبة أفريقيا الشرقية والجنوبية  
رقم الهاتف: +39 06 5459 2838  
البريد الإلكتروني: s.mbago-bhunu@ifad.org

**Esther Kasalu-Coffin**

مديرة مركز أفريقيا الشرقية والمحيط الهندي  
رقم الهاتف: +254 748 606 381  
البريد الإلكتروني: e.kasalu-coffin@ifad.org

المجلس التنفيذي - الدورة الثامنة والعشرون بعد المائة  
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للاستعراض

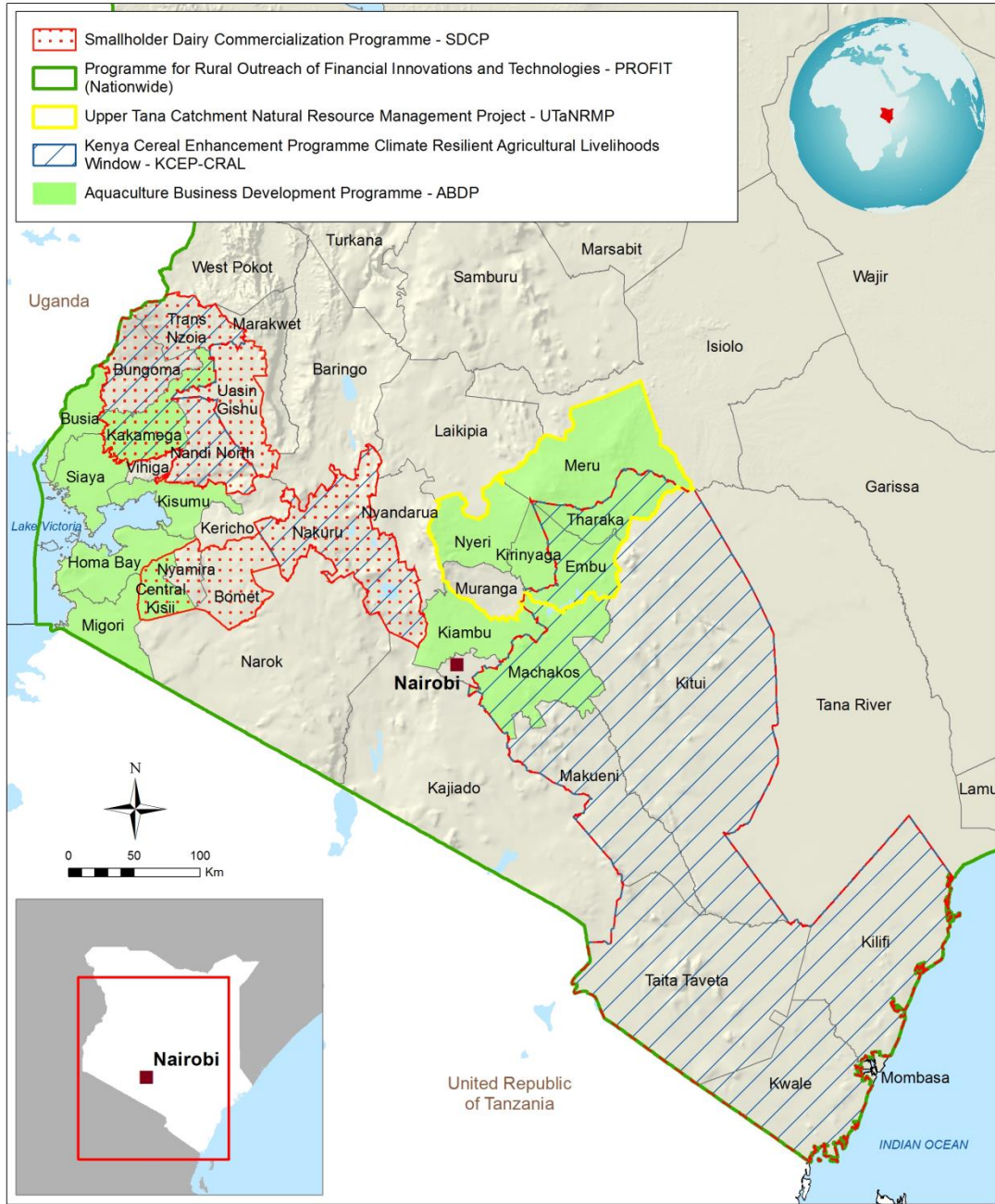
## المحتويات

ii	خريطة العمليات التي يمولها الصندوق في البلد
iii	موجز تنفيذي
1	أولاً - السياق القطري وجدول أعمال القطاع الريفي: التحديات والفرص الرئيسية
2	ثانياً - الإطار السياساتي والمؤسسي للحكومة
3	ثالثاً - انخراط الصندوق: الدروس المستفادة
5	رابعاً - الاستراتيجية القطرية
5	ألف - الميزة النسبية
6	باء - المجموعة المستهدفة واستراتيجية الاستهداف
6	جيم - الغاية الشاملة والأهداف الاستراتيجية
9	دال - قائمة تدخلات الصندوق
12	خامساً - الابتكارات وتوسيع نطاق النتائج المستدامة
12	سادساً - تنفيذ برنامج الفرص الاستراتيجية القطرية
12	ألف - المظروف المالي وأهداف التمويل المشترك
13	باء - الموارد المخصصة للأنشطة غير الإقراضية
13	جيم - الشراكات الاستراتيجية الرئيسية والتنسيق الإنمائي
15	دال - انخراط المستفيدين والشفافية
15	هاء - ترتيبات إدارة البرنامج
15	واو - الرصد والتقييم
16	سابعاً - إدارة المخاطر

### فريق إنجاز برنامج الفرص الاستراتيجية القطرية

Sara Mbago-Bhunu	المديرة الإقليمية:
Esther Kasalu-Coffin	المديرة القطرية/مديرة البرنامج القطري:
Shirley Chinien	الخبيرة الاقتصادية الإقليمية:
Esther Kasalu-Coffin	الأخصائية التقنية:
Edith Kirumba	أخصائية المناخ والبيئة:
Caroline Alupo	الموظفة المسؤولة عن المالية:

## خريطة العمليات التي يمولها الصندوق في البلد



إن التسميات المستخدمة وطريقة عرض المواد في هذه الخريطة لا تعني التعبير عن أي رأي كان من جانب الصندوق فيما يتعلق بتقسيم الحدود أو الترخوم أو السلطات المختصة بها.  
المصدر: الصندوق الدولي للتنمية الزراعية | 2019-06-13



## موجز تنفيذي

- 1- سجلت جمهورية كينيا خلال السنوات الخمس الماضية نموا اقتصاديا قويا بلغ في المتوسط 5.5 في المائة. ونتج هذا النمو في الأساس عن الانتعاش الذي شهده قطاع الخدمات. وتراجع معدل الفقر بنسبة 10 في المائة خلال العقد الماضي، ويشير مؤشر التنمية البشرية إلى إحراز تقدم كبير في مقاييس العمر المتوقع والتعليم.
- 2- أما في قطاع الزراعة، فقد شهدت مردودات المحاصيل الأساسية كسادا لتصبح حاليا الأقل حجما على الإطلاق في شبه الإقليم. ويمثل زيادة تزايد تواتر أحداث الطقس المتطرفة خطرا على قاعدة الموارد الطبيعية. ولا توفر سلاسل القيمة التي تفتقر إلى التكامل الحوافز اللازمة للمنتجين وتجار المدخلات والمشتغلين في الأنشطة اللاحقة والممولين للاستثمار في الزراعة.
- 3- ويتسق برنامج الفرص الاستراتيجية القطرية للفترة 2020-2025 مع استراتيجية تحول القطاع الزراعي والنمو للفترة 2019-2029 التي وضعتها الحكومة. وتقوم هذه الاستراتيجية على ست ركائز: (1) زيادة دخول أصحاب الحيازات الصغيرة، و(2) زيادة المخرجات والقيمة المضافة، و(3) تعزيز صلابة نظم الغذاء الأسرية، و(4) المعرفة والمهارات، و(5) البحوث والابتكار والبيانات، و(6) الاستدامة وإدارة الأزمات.
- 4- وتتمثل الغاية من برنامج الفرص الاستراتيجية القطرية في تعزيز مجموعة مختارة من سلاسل القيمة وضمان مشاركة السكان الريفيين الفقراء فيها والاستفادة منها، واستخدام نهج شمولية مناصرة للفقراء لمقاومة تغير المناخ من أجل تعزيز الإمكانيات الإنتاجية لكينيا لصالح الأجيال المستقبلية.
- 5- ويتضمن هذا البرنامج نفس الأهداف الاستراتيجية الثلاثة (مع تعديلات طفيفة) الواردة في البرنامج السابق: الهدف الاستراتيجي الأول - تحسين الآليات المجتمعية المستدامة المقاومة لتغير المناخ المستخدمة في إدارة الموارد الطبيعية، والهدف الاستراتيجي الثاني - تحسين فرص الوصول إلى الأصول والتكنولوجيات وأدوات التمويل الريفي والخدمات المعززة للإنتاجية، والهدف الاستراتيجي الثالث - تحسين فرص الوصول إلى التكنولوجيات والأسواق المطورة في مرحلة ما بعد الإنتاج بشكل مستدام.
- 6- وستكون المجموعة المستهدفة من المزارعين والرعاة والصيادين الريفيين الفقراء الذين يعيشون في الأراضي القاحلة وشبه القاحلة في الأساس، مع التركيز بشكل خاص على النساء والشباب والمجموعات الأصلية والفئات الضعيفة. كذلك سيركز البرنامج خصوصا على بناء القدرات لضمان تطبيق نهج تمتد من القاعدة إلى القمة وانخراط المجتمع في صنع القرارات.
- 7- وتتكون الحافظة الحالية من مشروعين يركزان على إدارة الموارد الطبيعية وإنتاج الحبوب ومن المقرر استكمال تنفيذهما في عام 2022، إلى جانب مشروع في قطاع تربية الأحياء المائية الذي بدأ تنفيذه مؤخرا. ويجري حاليا تصميم مشروع للثروة الحيوانية. وسيتم تنمية مشروعين خلال فترة تنفيذ البرنامج في مجال إدارة الموارد الطبيعية والتمويل الريفي بغرض تحويلهما إلى برنامجين أساسيين. وتشغل الأنشطة غير الإقراضية حيزا كبيرا من البرنامج الاستراتيجي المقترح. ولتعزيز الكفاءة، سيتم العمل على تحقيق الاتساق بين حافظة المشروعات التي يدعمها الصندوق والهياكل اللامركزية على مستوى البلاد.

8- وتم استكمال تقدير للاستراتيجية والبرنامج القطريين في ديسمبر/كانون الأول 2018، وأُستند إلى النتائج والتوصيات الواردة فيه في إعداد هذه الوثيقة.

## جمهورية كينيا

### برنامج الفرص الاستراتيجية القطرية

#### أولاً - السياق القطري وجدول أعمال القطاع الريفي: التحديات والفرص الرئيسية

- 1- **السياق الاجتماعي-الاقتصادي**. سجلت جمهورية كينيا نموا اقتصاديا قويا على مدار السنوات الخمس الماضية بلغ متوسطه 5.5 في المائة. وتشير تقديرات البنك الدولي إلى أن معدل النمو الاقتصادي سيبلغ 5.7 في المائة في عام 2019 و5.9 في المائة في عام 2020، مدفوعا في الأساس بقطاع الخدمات. وفي عام 2017، بلغ نصيب الفرد من الناتج القومي الإجمالي 1 594 دولارا أمريكيا، لتصبح كينيا في المرتبة رقم 16 من بين 49 بلدا في إفريقيا جنوب الصحراء. وظل التضخم في حدود النطاق المستهدف الذي حددته الحكومة، حيث بلغ في المتوسط 4.7 في المائة عام 2018. وخلال الفترة 2018/2017، ظل العجز المالي ثابتا عند مستواه البالغ 6.8 في المائة المسجل خلال الفترة 2017/2016، مقابل 8.8 في المائة خلال الفترة 2016/2015. وفي 30 يونيو/حزيران 2018، ارتفع خطر المديونية الحرجة في كينيا من منخفض إلى متوسط، حيث أصبح الدين العام يمثل 60.7 في المائة من الناتج المحلي الإجمالي. وتتضمن أهم التحديات الفقر وعدم المساواة وتغير المناخ واستمرارية القدرة على تحمل الدين والفساد وقابلية تعرض الاقتصاد لصدمات داخلية وخارجية. وحسب تقديرات منظمة الشفافية الدولية، يستنزف الفساد في كينيا حوالي 7.8 في المائة من ناتجها المحلي الإجمالي سنويا بالرغم من التحسن الطفيف المحقق في هذا الصدد. وينعم البلد حاليا بالاستقرار السياسي عقب مواجهة العديد من التحديات في انتخابات عام 2017.
- 2- **استعراض أوضاع الفقر**. تراجع معدل انتشار الفقر في كينيا إلى 36.1 في المائة خلال الفترة 2015-2016 مقابل 46.6 في المائة منذ عشر سنوات.<sup>1</sup> ويزداد انتشار الفقر في المناطق الريفية (40.1 في المائة مقابل 29.4 في المائة) ويؤثر خصوصا على النساء والشباب. ويشهد الفقر في المقاطعات القاحلة.<sup>2</sup> ويتركز الفقر في المناطق القاحلة وشبه القاحلة التي تمثل 89 في المائة من الأرض وتلث السكان، والتي عانت من التهميش على مر التاريخ. ويتعين على كينيا زيادة معدل الحد من الفقر من 1 في المائة سنويا في الوقت الحالي حتى تتمكن من تحقيق هدف القضاء على الفقر بحلول عام 2030. ويعاني حوالي 25 في المائة من الأطفال دون الخامسة من التقرم، كما يعاني 17 مليون من مواطني كينيا من انعدام الأمن الغذائي المزمن وضعف التغذية.
- 3- **هيكل الزراعة والقطاع الريفي**. يوجد حوالي 4.5 مليون مزارع من أصحاب الحيازات الصغيرة، ويعمل 3.5 مليون منهم في زراعة المحاصيل، و600 ألف منهم في الرعي و130 ألف منهم في صيد الأسماك. ويمارس معظم أصحاب الحيازات الصغيرة الزراعة المختلطة. ويمارس 67 في المائة من المزارعين أنشطتهم حاليا على أراض تقل مساحة الواحدة منها عن هكتار.

<sup>1</sup> المسح الوطني للأسر في كينيا.

<sup>2</sup> تتجاوز معدلات الفقر 55 في المائة في غاريسا ومانديرا ومارسابيت وسامبورو وتوركانا.

- 4- وتمثل الزراعة الأساس الذي يقوم عليه الاقتصاد، حيث يعمل بها حوالي 56 في المائة من القوة العاملة. وتبلغ مساهمة القطاع في الناتج المحلي الإجمالي 26 في المائة، كما يمثل 65 في المائة من الصادرات السلعية للبلاد. ويعتمد الجانب الأكبر من الزراعة على مياه الأمطار، بينما تمثل الأراضي الزراعية المروية 2 في المائة فقط، مما يؤدي إلى تفاوتات كبيرة في الإنتاج من عام لآخر. ويتكون النظام الزراعي في معظمه من الذرة والبقوليات التي تغطي 85 في المائة من الأرض الزراعية.<sup>3</sup>
- 5- أداء القطاع. وقد شهدت غلة المحاصيل الأساسية والثروة الحيوانية كسادا خلال العقود الأربعة الماضية. علاوة على ذلك، تراجعت الإنتاجية الكلية لعوامل الإنتاج في قطاع الزراعة بكينيا بنسبة 10 في المائة خلال الفترة 2006-2015، مما يعكس الارتفاع الكبير في تكلفة الإنتاج بسبب تراجع الدعم على الأسمدة، مع زيادة طفيفة فقط في غلة المحاصيل الأساسية. وتتمثل إحدى ركائز الاستراتيجية الزراعية للحكومة في تعزيز برنامج الدعم. كذلك تتخفف القيمة المضافة داخل القطاع، حيث يقتصر نشاط التجهيز على 16 في المائة فقط من الصادرات في الوقت الحالي. ويُعزى ضعف أداء القطاع جزئياً إلى زيادة التقلبات في أنماط الطقس.
- 6- تغيير المناخ وإدارة الموارد الطبيعية. يعتمد اقتصاد كينيا اعتماداً كبيراً على قاعدة الموارد الطبيعية والقطاعات المتأثرة بتغير المناخ مثل الزراعة والمياه ومصايد الأسماك والحراجة والطاقة. وتزداد حدة آثار تغير المناخ في قطاع الزراعة بالمناطق القاحلة وشبه القاحلة، مما سيتطلب تطبيق نهج مبتكرة للتصدي للمخاطر المحتملة وتحسين قدرة المزارعين على الصمود في وجه تغير المناخ.
- 7- المعوقات التي تحول دون زيادة الإنتاجية الزراعية وتحسين فرص الوصول إلى الأسواق. يحول نقص الائتمان<sup>4</sup> المتاح لأصحاب الحيازات الصغيرة دون إطلاق إمكانات المزارعين في مجال زراعة الذرة الهجينة التي يزرعها 80 في المائة من المنتجين. ولا تتجاوز نسبة المزارعين الذين يقومون بزراعة سلالات البقول المحسنة 10 في المائة بسبب محدودية العرض. ولا يشجع استخدام الميكنة الزراعية، حيث يستخدم 50 في المائة من المزارعين أدوات يدوية فقط. ولا يوجد عدد كاف من موظفي الإرشاد الزراعي؛ فحسب مسح أجراه البنك الدولي، استفاد 21 في المائة فقط من المزارعين من خدمات الإرشاد الزراعي في عام 2016. ويبلغ حجم الاستثمارات الحكومية في الزراعة حوالي 4 في المائة من المصروفات، مقابل 4.5 في المائة في أفريقيا ككل (ولا تزال النسبة أقل بكثير من نسبة 10 في المائة المستهدفة في إعلان مابوتو). وتتداخل هذه العوامل في سياق من موجات الجفاف السنوية وتراجع خصوبة التربة.

## ثانياً – الإطار السياسي والمؤسسي للحكومة

- 8- تعكف وزارة الزراعة والثروة الحيوانية والمصايد على صياغة السياسات والنظم والقوانين الزراعية وتنفيذها ورصدها، بدعم من عدد من المؤسسات الزراعية المسؤولة عن إجراء البحوث وتدريب المزارعين والترويج للمنتجات الزراعية الأساسية: القهوة والشاي والقطن والبستنة ومنتجات الألبان واللحوم والسكر والأسمدة.

<sup>3</sup> راجع الحاشية السابقة.

<sup>4</sup> حسب تقديرات البنك الدولي، بلغت متطلبات الائتمان الزراعي في عام 2016 حوالي 130 مليار شيلينغ كيني، بينما لم توفر المؤسسات المالية سوى 40 مليار شيلينغ كيني فقط.

- 9- ويتسق برنامج الفرص الاستراتيجية القطرية مع استراتيجية تحول قطاع الزراعة والنمو التي وضعتها الحكومة (للفترة 2019-2029) التي تهدف إلى تحقيق ثلاث نتائج: (1) زيادة دخول المزارعين والرعاة والصيادين من أصحاب الحيازات الصغيرة، و(2) زيادة المخرجات الزراعية والقيمة المضافة، و(3) تعزيز صلابة نظم الغذاء الأسرية. وسيتم تحقيق هذه النتائج من خلال تنفيذ مشروعات استراتيجية أساسية على مدار خمس سنوات ستسهم في: ربط المزارعين بالمشروعات الصغيرة والمتوسطة، وتعميم تطبيق برنامج الدعم، وتعزيز أنشطة تجهيز المنتجات الزراعية، وإنشاء مزارع خاصة كبيرة، وتوسيع نطاق نظام الري، وإعادة هيكلة احتياطي الغذاء الاستراتيجي، وزيادة صلابة نظم الغذاء في المناطق القاحلة وشبه القاحلة، وبناء القدرات، وتعزيز البحوث والابتكار، ورصد نظم الغذاء الأساسية.
- 10- وتركز سياسة الإطار الوطني لتغير المناخ لعام 2016 على: (1) تعزيز القدرة على الصمود في وجه تغير المناخ والتأقلم معه، و(2) النمو منخفض الكربون، و(3) تعميم قضايا تغير المناخ في عملية التخطيط، و(4) وضع إطار تنظيمي ملائم. وحسب نظام المساهمات المحددة وطنياً، من المقرر أن تساهم كينيا مساهمة طموحة من خلال الحد من انبعاثات غاز الدفيئة بنسبة 30 في المائة بحلول 2030.
- 11- وتتضمن أهم المعوقات المؤسسية عدم كفاية مهارات الموظفين التقنيين ومقدمي الخدمات، وعدم استكمال عمليات تفويض المهام والمسؤوليات إلى المستويات الأدنى، وعدم كفاية عدد موظفي الإرشاد ومحدودية الموارد المتاحة لهم، وضعف الروابط بين البحوث الزراعية وخدمات الإرشاد والمزارعين. وتعد البيئة غير مواتية للنمو نظراً لعدم كفاية الإطار القانوني والتنظيمي الحالي والالتزامات السياسية لتحقيق الأهداف الطموحة الواردة في وثائق السياسات الرئيسية،<sup>5</sup> لا سيما الآلية المشتركة للمشاورات والتعاون في القطاع الزراعي التي تم استحداثها لتيسير التنسيق على مستوى القطاع، وأمانة العمليات المنبثقة عنها (الأمانة المشتركة لقطاع الزراعة).

### ثالثاً - انخراط الصندوق: الدروس المستفادة

- 12- تتكون الحافظة الحالية من خمسة مشروعات (راجع الجدول 1) تتسق تماماً مع الاستراتيجيات الوطنية بشأن التنمية الريفية والزراعية.

<sup>5</sup> هذه النتائج مستمدة من استراتيجية بناء القدرات في قطاع الزراعة التي وضعتها وزارة الزراعة والثروة الحيوانية والمصايد عام 2017.





- 16- ومن شأن التركيز الجغرافي على عدد محدود من المقاطعات - الأراضي القاحلة وشبه القاحلة خصوصا في هذه الحالة - زيادة كفاءة وأوجه التعاون بين المشروعات، وتسهيل الإشراف على إدارة المشروعات وتعميق الأثر على المجتمعات المستهدفة. لذلك سيكون التركيز الجغرافي من أهم محددات تصميم المشروعات ومعايير الاستهداف في إطار هذا البرنامج.
- 17- وقد كانت مشاركة القطاع الخاص في الحافظة إيجابية، ولكنها لا تزال محدودة. لذلك سيتم بذل مزيد من الجهود من أجل تشجيع الشراكات بين القطاع العام والقطاع الخاص والمنتجين خلال مرحلة التصميم. إذ سيساعد إنشاء منصات شراكة بين مختلف أصحاب المصالح في تحديد مجالات التعاون والدعم مع الأطراف الفاعلة في عمليات الإنتاج الرئيسية والعمليات المتممة للإنتاج والمؤسسات المالية، لا سيما الأطراف التي زاد انخراطها في الزراعة من خلال برنامج التغطية الريفية للابتكارات والتكنولوجيات المالية.
- 18- وبالرغم من تقييم آليات الاستهداف بشكل موجب في التقدير الاستراتيجي للبرنامج القطري لعام 2018، لم يكن التواصل مع الشباب والرعاة كافيا. لذلك سيتم تنفيذ مبادرات مخصصة لانخراط الشباب وتحديد حصص لمشاركتهم. وسيكون من الأسهل الوصول إلى الرعاة المتمركزين في مناطق الصراع الشمالية من خلال الشراكات التي تجري مناقشتها حاليا مع المنظمة الدولية للهجرة.
- 19- وقد حققت أنشطة إدارة الموارد الطبيعية والأنشطة المرتبطة بالإنتاج نجاحا كبيرا. غير أن أنشطة التجهيز والتسويق المتممة للإنتاج كانت أقل تأثيرا، باستثناء قطاع منتجات الألبان الفرعي. ولم يكن لبرنامج الصندوق سوى تأثير محدود على تحسين محاصيل الذرة والبقوليات. وخلال الفترة المقبلة، سيعمل البرنامج على تقوية الروابط بين المستفيدين والمؤسسات المالية، وتوفير المزيد من خدمات تنمية الأعمال لمقدمي طلبات القروض، والتشجيع على اختبار التربة لتحديد تركيب الأسمدة الملائم لكل موقع، وتوسيع نطاق المزارع الإرشادية بالتعاون مع منظمة بحوث الزراعة والثروة الحيوانية في كينيا.

## رابعاً - الاستراتيجية القطرية

### ألف - الميزة النسبية

- 20- الميزة النسبية. تكمن الميزة النسبية التي تمتع بها الصندوق طويلا في نهجه التشاركية المتجهة من القاعدة إلى القمة وبناء المؤسسات الريفية، وفق ما أكدته تقدير البرنامج القطري في عام 2011 و2019. وتعتبر حكومة كينيا الصندوق بمثابة الشريك "الموثوق" في مجال التنمية القاعدية. وهذا النهج الذي تم استحداثه في الأصل لدعم جيل سابق من مشروعات التنمية المجتمعية يجري تطبيقه بنجاح حاليا على تنمية سلاسل القيمة في قطاعات الحبوب والمصايد والثروة الحيوانية الفرعية. وتسهم النهج التشاركية في زيادة الانخراط وبناء منظمات مزارعين أكثر قوة كنقطة بداية لتنمية سلاسل القيمة. وسيستفيد برنامج الفرص الاستراتيجية القطرية تدريجيا من الخبرات الثرية للصندوق في تنفيذ آليات مبتكرة على أساس تجريبي لتشجيع انخراط القطاع الخاص في سلاسل القيمة الزراعية، من خلال تسهيلات تقاسم المخاطر وتمويل مدفوعات الخدمات البيئية ورقمنة القطاع الزراعي على سبيل المثال.

## باء - المجموعة المستهدفة واستراتيجية الاستهداف

21- **المجموعة المستهدفة.** سيستهدف برنامج الفرص الاستراتيجية القطرية في الأساس الفقراء الذين يعانون من انعدام الأمن الغذائي من نساء ورجال وشباب الريف (بما في ذلك الشعوب الأصلية) النشطين اقتصادياً والمنخرطين في إنتاج وتجهيز وتسويق المحاصيل والثروة الحيوانية والأسماك من أجل توفير سبل عيش وفرص عمل للجميع. وتضم هذه المجموعة المستهدفة المتنوعة المزارعين ممن ينتجون فوائض صغيرة للتسويق ومزارعي الكفاف والسكان الضعفاء.<sup>6,7</sup> ووفق الأولويات الحكومية، ستركز العدد الأكبر من المستفيدين في المقاطعات الكائنة بالأراضي القاحلة وشبه القاحلة التي تسجل أعلى معدلات الفقر. وسيتم إيلاء اهتمام خاص بالنساء والشباب. وسيضمن تحديد حصص لمشاركة النساء والشباب في البرامج تساوي جميع الفئات المستهدفة في الاستفادة من خدمات المشروع.

22- **استراتيجية الاستهداف.** ولضمان فعالية الاستهداف، ستجمع الاستراتيجية بين نهج استهداف مختلفة (المناطق الجغرافية، والجدوى التقنية لمجموعة مختارة من المنتجات الزراعية، ومستويات الفقر، وإمكانية بناء سلاسل قيمة تجارية بقيادة القطاع الخاص، والتركيز القوي على قضايا التمايز بين الجنسين والشباب). ومن الناحية الجغرافية، ستركز العمليات أساساً على المناطق القاحلة وشبه القاحلة الأكثر فقراً، وجيوب الفقر في الأقاليم الأخرى في البلاد. وعلى مستوى المقاطعات الفرعية، سيتم اختيار المجتمعات على أساس مؤشرات الفقر والجدوى التقنية لإنتاج وتسويق المنتجات (الحبوب والأسماك والبستنة والحيوانات الصغيرة) وفق ترتيبات تنمية سلاسل القيمة، وكذلك على أساس الأولويات الإنمائية على المستوى الوطني ومستوى المقاطعات الواردة في خطط التنمية المتكاملة على مستوى المقاطعات، والعلاقات المنتجة مع حكومات المقاطعات.<sup>8</sup>

## جيم - الغاية الشاملة والأهداف الاستراتيجية

23- وفقاً لتقدير الاستراتيجية والبرنامج القطريين لعام 2019، لا تزال الأهداف الاستراتيجية الواردة في برنامج الفرص الاستراتيجية القطرية للفترة 2013-2018 كما هي، وتستجيب لأهداف التنمية المستدامة ذات الصلة. وتتمثل الغاية الشاملة للبرنامج القطري في زيادة مشاركة فقراء الريف في سلاسل القيمة المختارة وتعزيز استفادتهم منها (الحبوب والثروة الحيوانية والمصايد والبستنة)، باستخدام نهج شمولية ومناصرة للفقراء ومقاومة لتغير المناخ من شأنها تحسين الإمكانات الإنتاجية لكينيا لصالح الأجيال المستقبلية. وتعكس الأهداف الاستراتيجية الثلاثة النهج المقاوم لتغير المناخ الذي يستخدمه البرنامج في تنمية سلاسل القيمة بقيادة القطاع الخاص. ويمثل نهج سلاسل القيمة نهجاً شاملاً (من المزرعة إلى طاولة الطعام) يهدف إلى تحقيق تحول حقيقي من خلال الأهداف الاستراتيجية الثلاثة - بدءاً بالهدف الاستراتيجي الأول المعني بإدارة الموارد الطبيعية بوصفها عنصراً ضرورياً في الحفاظ على الإمكانات الإنتاجية، مروراً بالهدف الاستراتيجي الثاني المعني بتزويد المستفيدين بالأدوات اللازمة للاستفادة من هذه الإمكانات باستخدام تكنولوجيات الإنتاج الذكية مناخياً، ووصولاً إلى الهدف الاستراتيجي الثالث المتمثل في الاستفادة من زيادة

<sup>6</sup> لم تضع الحكومة خريطة لتوزيع مستويات الفقر كما فعلت رواندا وزامبيا.

<sup>7</sup> الأسر التي ترأسها النساء، والسكان من غير ملاك الأراضي، وذوو الاحتياجات الخاصة، والمرضى.

<sup>8</sup> حسب التوصية رقم 2 الواردة بتقدير الاستراتيجية والبرنامج القطريين.

الإنتاجية في تحقيق قيمة مضافة وتحسين دخول المزارعين بشرط استمرار الحكومة في إيلاء الأولوية للتنمية والحفاظ على الاستقرار السياسي.

24- **الهدف الاستراتيجي الأول:** تحسين الآليات المجتمعية المستدامة المقاومة لتغير المناخ (هدف التنمية المستدامة رقم 13) والمراعية لقضايا التمايز بين الجنسين والشباب (أهداف التنمية المستدامة أرقام 1 و5 و8) التي يتم استخدامها في إدارة الموارد الطبيعية (هدف التنمية المستدامة رقم 15). من خلال دعم اللجان المحلية المعنية بإدارة الموارد الطبيعية وجمعيات مستخدمي المياه، سيعمل البرنامج على تحقيق هذا الهدف باستخدام أدوات تخطيط ورصد استخدام الأراضي في المجتمعات المحلية، والخدمات البيئية المحلية الفعالة، بما في ذلك خدمات المشروع الرائد لإدارة الموارد الطبيعية في شرق جبل كينيا، ومشروع إدارة الموارد الطبيعية لمستجمعات تانا العليا. وستستخدم مشروعات الصندوق منحا لتقاسم التكلفة يتم اختيارها على أساس تنافسي لتمويل خطط إدارة الغابات والمراعي ومستجمعات المياه، بدعم من أنشطة بناء القدرات التي ستشمل تعزيز الجمعيات وتحسين تكنولوجيات إدارة الموارد الطبيعية. ويتسق الهدف الاستراتيجي الأول مع الركيزتين 6 و9 في استراتيجية تحول القطاع الزراعي والنمو: زيادة صلابة نظم الغذاء والإدارة المستدامة الذكية مناخيا للموارد الطبيعية.

25- **الهدف الاستراتيجي الثاني:** تحسين فرص الوصول إلى الأصول والتكنولوجيات وأدوات التمويل الريفي والخدمات المعززة للإنتاجية والمراعية لقضايا التمايز بين الجنسين والشباب (أهداف التنمية المستدامة أرقام 1 و2 و5 و8 و12). استنادا إلى الميزة النسبية للصندوق في استخدام النهج التشاركية، سيعمل البرنامج على توسيع نطاق استخدام منهجيات مدارس المزارعين الحقلية وخرائط خصوبة التربة المحلية والتي أثبتت فعاليتها في برنامج تعزيز الحبوب في كينيا- نافذة سبل العيش الزراعية المقاومة لتغير المناخ. وسيتم تحسين فرص الحصول على المدخلات من خلال برنامج جديد لدعم المدخلات تعمل على تصميمه حاليا مجموعة عمل مكونة من الصندوق وشركاء رئيسيين آخرين في قطاع الزراعة. وسيسهّم نظام قسائم الشراء الإلكترونية الذي تم استحداثه في إطار برنامج تعزيز الحبوب في كينيا- نافذة سبل العيش الزراعية المقاومة لتغير المناخ في زيادة فعالية وكفاءة هذا البرنامج الحكومي المهم. وسيتمكن تحسين جودة المشورة بشأن الاقتصاد الزراعي والثروة الحيوانية والمصايد المقدمة من موظفي الإرشاد من خلال زيادة التركيز على بناء قدرات الصف الأول من المرشدين. وسيسهّم تعزيز أوجه التعاون بين المشروعات والمؤسسات المالية في تحسين فرص الحصول على التمويل. ويتسق الهدف الاستراتيجي الثاني مع الركيزتين 1 و2 في استراتيجية تحول القطاع الزراعي والنمو: توفير المدخلات والمعدات الزراعية من خلال المشروعات الصغيرة والمتوسطة ونظام قسائم الشراء الإلكترونية.

26- **الهدف الاستراتيجي الثالث:** تحسين فرص الوصول إلى التكنولوجيات والأسواق المطورة في مرحلة ما بعد الإنتاج بشكل مستدام يراعي قضايا التمايز بين الجنسين والشباب (أهداف التنمية المستدامة أرقام 1 و5 و8). سيعمل البرنامج على توسيع نطاق مبادرات بناء قدرات منظمات المزارعين بغرض تعزيز الإدارة، وتنمية أو تقوية ترتيبات التسويق الجماعي، مع إيلاء اهتمام خاص للنساء والشباب نظرا لأن مرحلة ما بعد الإنتاج الزراعي هي مسار التحول الأساسي للشباب. وسيسهّم التسويق الجماعي في جذب كبار المشترين، وتعزيز قدرة منظمات المزارعين على التفاوض، وزيادة هامش الربح. ومن خلال تعزيز منظمات المزارعين التي تنفذ خطط عمل موثوقة تم إعدادها بدعم من المشروعات، سيسهّم ذلك في تحسين فرص حصولها

على الائتمان للانخراط في أعمال التجهيز والتخزين الأساسية. وستشكل النساء والشباب ما لا يقل عن 30 في المائة و15 في المائة على التوالي من منظمات المزارعين تلك. وسيدعم الصندوق منصات أصحاب المصالح المشاركين في سلاسل القيمة المحلية، وستسهم هذه المنصات في تعزيز الروابط وتيسير إبرام الصفقات وتحديد المعوقات السياسية التي تؤثر على سلسلة القيمة. ويتسق الهدف الاستراتيجي الثالث مع الركيزتين 1 و3 في استراتيجية تحول القطاع الزراعي والنمو: تجهيز المنتجات الزراعية وتجميع المحاصيل في مرحلة ما بعد الحصاد.

-27 **قضايا التعميم: المساواة بين الجنسين وتمكين المرأة.** سيدعم البرنامج القطري المبادرات الهادفة إلى (1) التشجيع على تمكين المرأة اقتصادياً، و(2) زيادة التوازن بين الجنسين في تقاسم أعباء العمل والحصول على الموارد من أجل إحداث التحول المنشود وتحقيق التكافؤ بينهما، و(3) تشجيع الانخراط السياسي في قضايا التمايز بين الجنسين، و(4) متابعة التقدم المحرز نحو المساواة بين الجنسين والتمكين. وسيواصل البرنامج تعميم نظام التعلم العملي بشأن القضايا الجنسانية والمنهجيات الأسرية، وتبني نهج تحولي تجاه التعامل مع قضايا التمايز بين الجنسين من أجل زيادة تمكين المرأة لضمان استفادتها بشكل متساو من الفرص المتولدة عن المشروعات، وذلك بدعم من مشروع التمكين الموسع (Empower@Scale) الممول بمنحة من الصندوق والذي يجري تنفيذه حالياً من جانب منظمة أوكسفام الدولية ومنظمة هيفوس الدولية. وسيتم استخدام مؤشر تمكين المرأة في الزراعة لرصد نتائج العمل على قضايا التمايز بين الجنسين. وستركز الاستثمارات على التدريب على طرق الإنتاج المطورة، وتشجيع استخدام التكنولوجيات التي تحد من أعباء العمل التي تتحملها النساء، وتحسين فرص الوصول إلى التمويل والأسواق، وفرص تحقيق القيمة المضافة، والحصول على الموارد والأصول مثل الأراضي والقدرة على التحكم فيها.

-28 **الشباب.** تتيح الزراعة العديد من فرص سبل العيش والعمل للشباب، ولكنها تظل غير جاذبة لهم إلى حد كبير. لذلك سيركز برنامج الفرص الاستراتيجية القطرية على: (1) تيسير الشمول المالي وتوفير فرص للشباب في الأعمال الزراعية/مجالات تحقيق القيمة المضافة وتجهيز المنتجات الزراعية، و(2) تحديد وتشجيع فرص العمل المتاحة في مجالات الميكنة وتقديم الخدمات (مثل رقمنة الزراعة)، و(3) تنمية القدرات والمهارات لإنتاج محاصيل عالية القيمة ذات دورة زراعية قصيرة، وربطها بالأسواق، و(4) تقديم الدعم اللازم للحصول على الأراضي لممارسة الأنشطة الإنتاجية، و(5) التمكين من المشاركة والوصول إلى المراكز القيادية في مجموعات المنتجين والتعاونيات. وسيتم تعميم الأنشطة التي تم البدء في تنفيذها من خلال منحة الشباب المقدمة من المركز التقني للتعاون الزراعي والريفي، وذلك من خلال إدراجها في حافظة القروض.

-29 **التغذية.** سيكون التركيز الكلي على دعم تنمية سلاسل القيمة المراعية لقضايا التغذية من خلال رفع الوعي التغذوي، وزيادة تنوع الحميات الغذائية، وتعزيز الأمن الغذائي والمعايير ومراقبة الجودة، وتوفير معلومات للمستهلكين عن الأمن الغذائي والتغذية. وسيتم وضع خطط للعمل التغذوي في إطار المشروعات. وسيركز العمل التغذوي على تحسين الأوضاع التغذوية للنساء والأطفال دون سن الخامسة، والحد من نقص العناصر المغذية الدقيقة وسوء التغذية بين المجموعات المستهدفة. وسوف يتحرى البرنامج فرص زيادة التعاون مع الوكالات الأخرى التي تتخذ من روما مقر لها والمنظمات الأخرى العاملة في مجال الأمن التغذوي والغذائي في كينيا.

30- **المناخ.** سيواصل البرنامج القطري التركيز على إدارة الموارد الطبيعية والتدخلات المقاومة لتغير المناخ من خلال مشروع إدارة الموارد الطبيعية لمستجمعات تانا العليا، ومشروع صندوق نيروبي للمياه في تانا العليا الممول من مرفق البيئة العالمية، وبرنامج تعزيز الحبوب في كينيا- نافذة سبل العيش الزراعية المقاومة لتغير المناخ". ومن خلال توسيع نطاق التعاون مع القطاع الخاص، سيتم الاستمرار في دعم أنشطة المشروعات المعززة لمقاومة تغير المناخ عقب انتهاء المشروعات. وسيركز "برنامج إضفاء الطابع التجاري على الإنتاج الحيواني في كينيا" الذي سيتم تنفيذه خلال الفترة القادمة على تحسين إدارة المرعى والأراضي الرعوية. كذلك سيعمل البرنامج على تعزيز أوجه التكامل مع مشروع صناديق المياه من أجل أبراج المياه الاستوائية الممول من مرفق البيئة العالمية.

31- **المؤسسات.** سيعمل البرنامج على تعزيز الآلية المشتركة للمشاورات والتعاون في القطاع الزراعي والأمانة المشتركة لقطاع الزراعة اللتين تسهمان في تيسير التنسيق بين الحكومة الوطنية وحكومات المقاطعات. وسيؤدي تحسين أوجه التنسيق إلى إيجاد بيئة إدارية مواتية والتنفيذ الفعال للاستثمارات الممولة من الصندوق.

## دال - قائمة تدخلات الصندوق

32- **القروض والمنح.** تتضمن حافظة الصندوق في كينيا حاليا ثلاثة مشروعات جارية: مشروع إدارة الموارد الطبيعية لمستجمعات تانا العليا، وبرنامج تعزيز الحبوب في كينيا- نافذة سبل العيش الزراعية المقاومة لتغير المناخ، وبرنامج تنمية أعمال تربية الأحياء المائية.<sup>9</sup> وفي إطار التجديد الحادي عشر لموارد الصندوق، سيتم تصميم مشروعين جديدين يركزان على سلاسل قيمة الثروة الحيوانية (برنامج إضفاء الطابع التجاري على الإنتاج الحيواني في كينيا) والتمويل الريفي (توسيع نطاق التدخلات الناجحة على جانب العرض في إطار برنامج التغطية الريفية للابتكارات والتكنولوجيات المالية)، كما سيتم تصميم تدخل في مجال إدارة الموارد الطبيعية في إطار التجديد الثاني عشر لموارد الصندوق عقب مشروع إدارة الموارد الطبيعية لمستجمعات تانا العليا. وسيتعاون الصندوق وحكومة كينيا لاحقا في عام 2022 في دمج موارد الحافظة في برنامجين، أحدهما لإدارة الموارد الطبيعية، والآخر للاستثمار في سلاسل القيمة الزراعية. وسيضمن ذلك اتساق استثمارات التمويل الريفي التي تطلبها الحكومة مع متطلبات التمويل الخاصة بالبرنامجين. ولم يتم تصميم أي مشروعات فردية أخرى خلال النصف الثاني من مدة تنفيذ برنامج الفرص الاستراتيجية القطرية. وسيتم استخدام المبالغ المخصصة لكينيا خلال الفترة 2021-2023 من نظام تخصيص الموارد على أساس الأداء في توفير تمويل إضافي للبرنامجين الأساسيين.

33- وسيتم التخفيف من الأعباء الإدارية للمشروعات من خلال التركيز على عدد محدود من المقاطعات، مع التحول تدريجيا إلى الأراضي القاحلة وشبه القاحلة. كذلك سيتم توحيد حافظة الأنشطة غير الإقراضية لتمويل مبادرات يتم اختيارها بعناية لدعم سلاسل القيمة الاستراتيجية. وسيواصل المكتب القطري للصندوق مساعدة شركات القطاع الخاص المؤهلة في الحصول على التمويل من خلال الصندوق الرأسمالي للأعمال

<sup>9</sup> البرنامج في مرحلة الاستهلال حاليا.

الزراعية. وسيستند إلى سياسة الصندوق بشأن إعادة هيكلة المشروعات في دعم توحيد الحافظة لتمويل نهج قائم على البرامج.

## الجدول 2

حافضة إقراض الصندوق للفترة 2020-2025<sup>10</sup>

المشروع	التغطية والأهداف والروابط بالأهداف الاستراتيجية
مشروع إدارة الموارد الطبيعية لمستجمعات تانا العليا 2012-2022 تمويل الصندوق: 46.6 مليون دولار أمريكي	في 4 مقاطعات بالمناطق القاحلة وشبه القاحلة في مستجمعات تانا العليا. يركز على إدارة التربة والمياه والأراضي والزراعة المقاومة لتغير المناخ. يساهم تحديدا في تحقيق الهدف الاستراتيجي الأول.
برنامج تعزيز الحبوب في كينيا- نافذة سبل العيش الزراعية المقاومة لتغير المناخ 2013-2022 تمويل الصندوق: 78.76 مليون دولار أمريكي	في 13 مقاطعة. يركز على تحسين إنتاج وتجهيز وتسويق الذرة والحبوب الأخرى. يساهم تحديدا في تحقيق الهدفين الاستراتيجيين الأول والثاني.
برنامج تنمية أعمال تربية الأحياء المائية 2017-2026 تمويل الصندوق: 67.9 مليون دولار أمريكي	في 15 مقاطعة. يركز على سلاسل قيمة تربية الأحياء المائية. يساهم تحديدا في تحقيق الهدفين الاستراتيجيين الثاني والثالث.
مشروع إضفاء الطابع التجاري على الإنتاج الحيواني في كينيا 2020-2027 التمويل التقديري للصندوق: 54.75 مليون دولار أمريكي	في 10 مقاطعات، مع التركيز على المجترات الصغيرة والدواجن. يساهم في تحقيق الأهداف الاستراتيجية الأول والثاني والثالث.
مشروعان إضافيان في مجال إدارة الموارد الطبيعية والتمويل الريفي كجزء من توحيد البرامج. مجموع التمويل التقديري للصندوق: 104.08 مليون دولار أمريكي	تحدد لاحقا

34- الانخراط السياسي على المستوى القطري. تتمثل مجالات التركيز في (1) استعراض مشترك بالتعاون بين الحكومة ومجموعة الجهات المانحة المعنية بالتنمية الريفية الزراعية لسياسة دعم الأسمدة، وذلك في ضوء نظام قسائم الشراء الإلكترونية الذي تم استحداثه في إطار برنامج تعزيز الحبوب في كينيا- نافذة سبل العيش الزراعية المقاومة لتغير المناخ، والذي سيساهم في تعزيز الإنتاجية وفق الهدف الاستراتيجي الثاني، و(2) العمل مع الشركاء الإنمائيين في مجموعة الجهات المانحة المعنية بالتنمية الريفية الزراعية. وسوف يجري المكتب القطري للصندوق حوارا سياساتيا لوضع مقترح جديد يتم عرضه للبرلمان بشأن إنشاء وحدة تنسيق موحدة على مستوى القطاع للمساهمة في تعزيز تنفيذ البرنامج، و(3) الانخراط في حوار مع الحكومة لمنح قطاع الزراعة نصيب أكبر من الميزانية (يبلغ نصيب الزراعة حاليا 4 في المائة)، و(4) الانخراط في حوار مع الحكومة بشأن إمكانية المشاركة في توسيع نطاق مشروع صندوق نيروبي للمياه في تانا العليا

<sup>10</sup> لا يتضمن الجدول برنامج التسويق التجاري لمنتجات الألبان لصالح أصحاب الحيازات الصغيرة وبرنامج التغطية الريفية للابتكارات والتكنولوجيات المالية اللذين سيتم الانتهاء منهما في سبتمبر/أيلول 2019.

المبتكر الذي يموله مرفق البيئة العالمية، و(5) دمج المشروعات الممولة من الصندوق في خطط التنمية التكاملية القطرية مع توفير مستوى ملائم من التمويل المشترك.

35- **بناء القدرات.** تتضمن مجالات تركيز البرنامج: المساهمة في استراتيجية تحول قطاع الزراعة والنمو ورقمنة الزراعة من أجل تحسين آليات تقديم الخدمات الحكومية (الهدفان الاستراتيجيان 2 و3)، وتشجيع الممارسات الزراعية السليمة بين المرشدين الزراعيين والمزارعين، وتعزيز الحوكمة والإدارة وتقديم الخدمات لدى منظمات المزارعين لتمكين المجتمعات الريفية من المشاركة في عمليات تخطيط الاستثمارات وصنع القرارات، وزيادة فرص الحصول على التمويل وتنمية الأعمال، وبناء قدرات الحكومة الوطنية وحكومات المقاطعات في الإدارة المالية والمجالات التقنية ذات الصلة (التغذية والتقنيات الذكية مناخيا). وسيتم التركيز على التعلم والإرشاد بين الأقران لمساعدة منظمات المزارعين على تحديد الفرص السوقية المتاحة ووضع خطط النشاط وتحسين الرقابة على الجودة وتيسير التسويق الجماعي، ودعم التنمية السياساتية والتنظيمية على مستوى المقاطعات باستخدام منصات تجمع مختلف أصحاب المصالح والمنصات المجتمعية.

36- **إدارة المعرفة.** سيسهم البرنامج في زيادة البيانات الموثوقة المتاحة من أجل توليد منتجات معرفية وتحليلات من خلال تعزيز نظم وعمليات الرصد والتقييم على مستوى المشروعات والحكومة. وسيهم نجاح العمليات الحالية التي تقوم بها حاليا شعبة أفريقيا الشرقية والجنوبية بهدف تعزيز آليات جمع بيانات الرصد والتقييم وتحليلها في توليد بيانات عالية الجودة على المستوى القطري.

37- وسيتم وضع خطة لإدارة المعرفة على مستوى الحافظة القطرية كجزء من برنامج العمل السنوي من أجل وضع مبادئ توجيهية ومنتجات معرفية من أجل تشجيع توسيع نطاق المبادرات الناجحة، والمساهمة في الحوار السياساتي، ودعم وظائف الرصد والتقييم في حوافز المراكز. كذلك سيتم ترشيد حافظة المنح في كينيا والتي يجري استعراضها حاليا لضمان مساهمة المعرفة المتولدة عنها في تعزيز تنفيذ حافظة الاستثمارات. وستشارك فرق إدارة المشروعات في منديات مشتركة ينظمها الصندوق لاستعراض الحافظة، إلى جانب التعاون الثاني مع وحدات إدارة المشروعات. وستتضمن مجالات التعلم الأساسية كيفية وضع استراتيجيات لإقامة شراكات مستدامة بين القطاعين العام والخاص والمنتجين تعود بالنفع على جميع الأطراف.

38- **التعاون بين بلدان الجنوب والتعاون الثلاثي.** تستند مجالات التعاون إلى نطاق الحافظة (راجع الجدول 2): إدارة المرعى والمراعي في المناطق القاحلة، وزراعة ذرة هجينة مقاومة للمناخ، وتحسين تكنولوجيات تربية الخراف والماعز، وإدارة المعرفة، والتجارة. وسيستفاد من التعاون بين بلدان الجنوب والتعاون الثلاثي في تمويل برامج تدريبية، وندوات يتم تنظيمها للباحثين، وزيارات لتبادل المعلومات ومبادرات للتعلم لصالح منظمات المزارعين. وبالنسبة لمنظمات المزارعين، تتضمن الأولويات تكنولوجيات تخزين الحبوب، ونظم قسائم الشراء من المخازن، وآليات التسويق الجماعي. وسيتم طلب تمويل من مرفق التعاون بين بلدان الجنوب والتعاون الثلاثي المشترك بين الصين والصندوق (راجع الذيل الثامن)، وصندوق الأمم المتحدة للشراكات الإنمائية، ومرفق التخفيف من الجوع والفقر المشترك بين الهند والبرازيل وجنوب أفريقيا. وسيتم كذلك تقديم المساعدة من مركز التعاون بين بلدان الجنوب والتعاون الثلاثي والمعرفة التابع للصندوق في أديس أبابا لدعم تنفيذ الاستراتيجية المؤسسية للتعاون بين بلدان الجنوب والتعاون الثلاثي.



39- **الاتصالات والشفافية.** سيتمكن تعزيز قدرة المكتب القطري للصندوق على الإعلان عن النتائج من خلال تعيين مسؤول للاتصالات وإدارة المعرفة في المركز وفق الخطة المعدة سلفاً. وسيعمل المسؤول على وضع استراتيجية لإدارة المعرفة والخطة التنفيذية المصاحبة لها، واستحداث منتجات معرفية لتعريف أصحاب المصالح على أنشطة الصندوق بشكل أوضح ودعم المشروعات الفردية في تحسين نتائجها والإعلان عنها.

### خامساً - الابتكارات وتوسيع نطاق النتائج المستدامة

40- **الابتكارات.** ستواصل تدخلات الصندوق تشجيع الابتكارات الواعدة مثل الطاقة المستدامة (الطاقة الشمسية والغاز الحيوي)، والخدمات البيئية المقدمة من خلال الشراكات بين القطاعين العام والخاص والمنتجين التي تقوم على النهج المجتمعية، والمنتجات المالية (تسهيلات تقاسم المخاطر)، وقسائم الشراء الإلكترونية المستخدمة في الحصول على المدخلات. وسيتم تحليل المعرفة المتولدة عن هذه الابتكارات وتبادلها من خلال النشرات السياسية الموجزة والرسائل الإخبارية، وعرضها في المنتديات السياسية. وسيتم دعم المستفيدين للمشاركة في منصات وعروض الابتكارات التي تنظمها المشروعات وموظفو إدارة المعرفة بالصندوق.

41- **توسيع النطاق.** يمثل توسيع نطاق النهج الناجحة عنصراً أساسياً في تصميم المشروعات التي يمولها الصندوق في كينيا. وقد شكل المشروع الرائد لإدارة الموارد الطبيعية في شرق جبل كينيا الممول من مرفق البيئة العالمية الذي تم إنجازه بالفعل الأساس لمشروع إدارة الموارد الطبيعية لمستجمعات تانا العليا، كما كان برنامج تعزيز الحبوب في كينيا (التجديد السابع لموارد الصندوق) هو الأساس الذي استند إليه برنامج تعزيز الحبوب في كينيا- نافذة سبل العيش الزراعية المقاومة لتغير المناخ (التجديد التاسع لموارد الصندوق). كذلك تم توسيع نطاق جهود تعزيز منظمات المزارعين واستخدام النهج التشاركية في تخطيط وتنفيذ المشروعات، وأصبحت هذه الجهود تشكل حالياً أحد مجالات العمل المعتادة في جميع مشروعات الحافظة. وسيسهم برنامج إضفاء الطابع التجاري على الإنتاج الحيواني في كينيا المقرر تنفيذ خلال الفترة القادمة في توسيع نطاق نهج إدارة الموارد الطبيعية المستمدة من مشروع إدارة الموارد الطبيعية لمستجمعات تانا العليا ونهج تنمية قطاع منتجات الألبان المستمدة من برنامج التسويق التجاري لمنتجات الألبان لصالح أصحاب الحيازات الصغيرة. ومن خلال الانخراط السياسي، سيتم تعميم النهج المثبتة ضمن الاستراتيجيات والبرامج الوطنية، على غرار برنامج قسائم الشراء الإلكترونية الخاص ببرنامج تعزيز الحبوب في كينيا- نافذة سبل العيش الزراعية المقاومة لتغير المناخ، والذي تم تطبيقه في باقي أنحاء البلاد.

### سادساً - تنفيذ برنامج الفرص الاستراتيجية القطرية

#### ألف - المظروف المالي وأهداف التمويل المشترك

42- تبلغ قيمة المبالغ المخصصة لكينيا من نظام تخصيص الموارد على أساس الأداء في إطار التجديد الحادي عشر لموارد الصندوق (2019-2021) 78.6 مليون دولار أمريكي، ومن المفترض تخصيص مبلغ مماثل في إطار التجديد الثاني عشر لموارد الصندوق (2022-2024). ومنذ عام 2014، تم تصنيف كينيا كبلد متوسط الدخل من الشريحة الدنيا، وهي الآن تحصل على قرض الصندوق بشروط مختلفة. ولتوفير

الاحتياجات التمويلية للبلد وتخفيض تكلفة التمويل في الوقت نفسه، ستعمل حكومة كينيا بالتعاون مع الصندوق على الحصول على تمويل مشترك من شركاء إنمائيين آخرين للوصول إلى نسبة 1:1.14 المستهدفة. وتجري مناقشات في الوقت الحالي مع مؤسسة التمويل الدولية، والوكالة الألمانية للتنمية، وحكومة فنلندا من أجل المشاركة في تمويل المشروعات المقررة. وعلاوة على ذلك، أعربت المشروعات الصغيرة والمتوسطة والمؤسسات المالية عن رغبتها في تمويل أنشطة المشروعات. ويعرض الجدول 3 بالتفصيل أهداف تمويل الصندوق والتمويل المشترك.

### الجدول 3

#### تمويل الصندوق والتمويل المشترك للمشروعات الجارية والمقررة

(بملايين الدولارات الأمريكية)

المشروع	التمويل المشترك		تمويل الصندوق	نسبة التمويل المشترك
	محلي	دولي		
جار				
مشروع إدارة الموارد الطبيعية لمستجمعات تانا العليا	26.33	17.00	46.60	0.87 : 1
برنامج تعزيز الحبوب في كينيا-نافذة سبل العيش الزراعية المقاومة لتغير المناخ	46.10	33.30	78.76	1.01 : 1
برنامج تنمية أعمال تربية الأحياء المائية	61.40	0.60	67.90	0.91 : 1
مخطط				
برنامج إضفاء الطابع التجاري على الإنتاج الحيواني في كينيا (التجديد الحادي عشر لموارد الصندوق)	43.80	32.40	54.75	1.39 : 1
التمويل الريفي (التجديد الحادي عشر لموارد الصندوق)	19.84	14.88	24.80	1.40 : 1
إدارة الموارد الطبيعية (التجديد الثاني عشر لموارد الصندوق)	48.00	64.0	80.00	1.40 : 1
المجموع	242.80	162.18	352.81	1.15 : 1

#### باء - الموارد المخصصة للأنشطة غير الإقراضية

43- أكد تقدير الاستراتيجية والبرنامج القطريين على الحاجة إلى تعزيز الأنشطة غير الإقراضية. وسيعمل المكتب القطري للصندوق بشكل استباقي على جمع أموال إضافية للأنشطة غير الإقراضية من خلال المنح العالمية/الإقليمية الحالية والمستقبلية بغرض تعبئة 7.5 مليون دولار أمريكي خلال فترة تنفيذ البرنامج. وسيتم طلب الاستفادة من المنح العالمية والإقليمية مثل مبادرة التمكين الموسعة (Empower@Scale) من أجل تنمية المنهجيات الأسرية، ومنحة نظم الغذاء المقاومة لتغير المناخ، ومنحة لدعم التأمين الصغرى، وغيرها من أجل دعم المجالات ذات الصلة.

#### جيم - الشراكات الاستراتيجية الرئيسية والتنسيق الإنمائي

44- الشراكات الاستراتيجية. سيتم العمل على إرساء شراكات استراتيجية محتملة ذات أولوية قصوى مع مصرف التنمية الأفريقي من أجل تعبئة التمويل المشترك لصالح البنية الأساسية الأمر الذي يعدّ ذا صلة بجميع الأهداف الاستراتيجية، وكذلك مع البنك الدولي والصندوق الأخضر للمناخ من أجل تمويل المناخ (الهدفان

الاستراتيجيات 1 و2)، والوكالة الألمانية للتنمية في مجال الطاقة المتجددة (الهدفان الاستراتيجيان 2 و3)، ومنظمة العمل الدولية بوصفها شريكا استراتيجيا في التنمية وتوفير فرص عمل كريمة وأنشطة الرصد والتقييم في إطار برنامج الفرص الاستراتيجية القطرية. وسيكون من الضروري الانخراط مع القطاع الخاص من أجل نجاح البرنامج وكفاءة وفعالية سلاسل القيمة ككل. وفي ظل الحاجة إلى تعزيز الأنشطة غير الإقراضية، سيسعى المكتب القطري للصندوق إلى إقامة شراكات استراتيجية مع المراكز التابعة للجماعة الاستشارية للبحوث الزراعية الدولية وغيرها من الشركاء في مجال المعرفة والبحوث من خلال إجراء دراسات وأبحاث وأنشطة لبناء القدرات بتمويل من الصندوق. ويعرض الذيل العاشر قائمة شاملة بالشراكات الحالية والمحتملة الهادفة إلى تعبئة التمويل المشترك وعقد الحوارات السياساتية وتنفيذ المشروعات وإجراء البحوث.

45- **التنسيق الإنمائي.** يعد الصندوق عضوا نشطا في مجموعة الجهات المانحة المعنية بالتنمية الريفية الزراعية، وسيستمر في تقديم المساعدة اللازمة في تصميم برنامج قطري إلكتروني للدعم، إلى جانب إجراء دراسة أثر حول برامج الدعم السابقة في كينيا ووضع خطة رئيسية لتنمية الثروة الحيوانية. كذلك سيعمل الصندوق على تقديم تمويل بالاشتراك مع الجهات المانحة الأخرى لدعم إجراء الدراسات الاستراتيجية.

46- **الشراكات مع الأعضاء الآخرين في المنظومة الإنمائية للأمم المتحدة.** يعد الصندوق أحد المساهمين في إطار الأمم المتحدة للمساعدات الإنمائية لكينيا للفترة 2018-2022 والموقعين عليه، كما حصل على مدخلات من المنسق المقيم للأمم المتحدة ساعدت على تحقيق الاتساق بين برنامج الفرص الاستراتيجية القطرية والإطار. إذ يتسق البرنامج مع المجالات الثلاثة التي يسعى الإطار إلى تحقيق نتائج فيها، حيث تهدف البرامج الممولة من الصندوق إلى تحقيق النمو الاقتصادي المستدام (الإنتاجية الزراعية، وتنمية سلاسل القيمة، وإدارة الموارد الطبيعية). وسيتعاون المكتب القطري للصندوق مع مكتب المنسق المقيم لإنشاء منصة شراكة لتحقيق أهداف التنمية المستدامة كجزء من البرنامج الرئيسي في إطار الأمم المتحدة للمساعدات الإنمائية (2018-2022) الذي يدعم جهود الحكومة في تحويل قطاع الزراعة، وذلك بغرض تنفيذ جدول الأعمال الخاص "بالمحاور الرئيسية الأربعة". وتتمثل مجالات التركيز في: التعاون في استقطاب التأييد وإجراء الحوار السياساتي، وإقامة شراكات موسعة من أجل تحقيق الأثر المرغوب، وتعظيم الاستثمارات من خلال التمويل المبتكر، وإدارة المعرفة.

47- **التعاون مع الوكالات الأخرى التي تتخذ من روما مقرا لها.** شاركت منظمة الأغذية والزراعة للأمم المتحدة وبرنامج الأغذية العالمي مشاركة نشطة في وضع برنامج الفرص الاستراتيجية القطرية. وسوف يستمر هذا التعاون الوثيق مع المكتب القطري للصندوق. كذلك ستواصل منظمة الأغذية والزراعة تقديم المساعدة التقنية إلى المشروعات الجارية، مثل برنامج تعزيز الحبوب في كينيا- نافذة سبل العيش الزراعية المقاومة لتغير المناخ، والمشروعات قيد التصميم، مثل برنامج إضفاء الطابع التجاري على الإنتاج الحيواني في كينيا. ويضطلع برنامج الأغذية العالمي بدور توسعي في المقاطعات التي تغطيها نافذة سبل العيش الزراعية المقاومة لتغير المناخ، حيث يقدم مساعدات غذائية إلى السكان الضعفاء. ويشارك كل من برنامج الأغذية العالمي ومنظمة الأغذية والزراعة في تنظيم بعثات ميدانية للإشراف على المشروعات الممولة من الصندوق من أجل تحديد المجالات التي تحتاج إلى دعم مشترك من الوكالات التي تتخذ من روما مقرا لها.

## دال - انخراط المستفيدين والشفافية

48- انخراط المستفيدين: سيواصل البرنامج القطري التشجيع على اتباع نهج محلي يمتد من القاعدة إلى القمة في تخطيط وتنفيذ المشروعات. وسوف تجري المشروعات مشاورات بصفة منتظمة مع مجموعات المزارعين، إلى جانب وضع آليات رسمية لتلقي الآراء والتعليقات والتظلمات، وإجراء تقديرات ومتابعات منهجية لمبادرات بناء القدرات. وسيضطلع المستفيدون بدور أكبر في رصد وتقييم المبادرات المحلية التي يمولها الصندوق.

49- الشفافية: وفقا لسياسات الصندوق، سيعمل المكتب القطري على ضمان إعداد التقارير الإشرافية والدراسات والإحصاءات الخاصة بنطاق تغطية المشروعات وغير ذلك من بيانات وعرضها في المواعيد المقررة وإطلاع الأطراف المعنية عليها.

## هاء - ترتيبات إدارة البرنامج

50- ستتم إدارة البرنامج من خلال مركز أفريقيا الشرقية والمحيط الهادي. وسيتولى المدير القطري المسؤولية الكلية عن إدارة البرنامج بمساعدة مسؤول البرنامج القطري، وبدعم جزئي من مسؤول البرامج. ويعمل بالمركز متخصصون تقنيون في مجالات التمايز بين الجنسين والشباب، والبيئة والمناخ، والمؤسسات الريفية، والاقتصاد الزراعي، وتنمية سلاسل القيمة، والتمويل، وستوكل إليهم مهمة دعم تخطيط المشروعات والإشراف عليها في إطار مسؤولياتهم الإقليمية الأوسع نطاقا.

## واو - الرصد والتقييم

51- سيتم التركيز على جمع البيانات والمعلومات عن النتائج المحققة، بما في ذلك استخدام مؤشر تمكين المرأة في الزراعة، بدلا من الاقتصار على رصد المخرجات. وسيتم رصد أنشطة التدريب التي يدعمها البرنامج رسدا منهجيا لتقييم مدى الاستفادة منها واتخاذ الإجراءات التصحيحية اللازمة. وفي إطار مجموعة الجهات المعنية بالتنمية الريفية الزراعية، سيعمل المكتب القطري للصندوق عن كثب مع الحكومة والشركاء الإنمائيين على وضع صيغة منسقة ومتسقة لإعداد التقارير. وسيتم استخدام آليات للتعلم المتبادل بين المشروعات والأنشطة غير الإقراضية كجزء من الاستعراض السنوي لبرنامج الفرص الاستراتيجية القطرية. وسيتم العمل كذلك على المساهمة في منصات تبادل المعرفة واستخدامها بشكل أكبر (داخل الصندوق وفي سياق التعاون مع الشركاء الإنمائيين الآخرين)، إلى جانب بذل الجهود من أجل تحقيق مزيد من التكامل بين نظم رصد وتقييم مشروعات الصندوق والنظم المطبقة على المستوى الوطني ومستوى المقاطعات وإطار الأمم المتحدة للمساعدات الإنمائية.

## سابعا - إدارة المخاطر

الجدول 4

### المخاطر وتدبير التخفيف

المخاطر	تصنيف المخاطر	تدابير التخفيف
مخاطر سياسية/مخاطر الحوكمة: تأثير المجموعات ذات المصالح الخاصة على تنفيذ المشروع.	عالية	وضع متطلبات صارمة لتحديد الأهلية لتلقي الدعم من المشروعات والالتزام بها.
مخاطر اقتصادية كلية: عدم كفاءة السياسات في جذب القطاع الخاص إلى القطاع الزراعي	متوسطة	دعم الجهود الحكومية الهادفة إلى تحسين البيئة المواتية لاستثمارات القطاع الخاص في قطاعي الزراعة والصناعات التحويلية، مثل تعزيز البنية الأساسية والنظم والعمليات التجارية والإصلاحات الضريبية.
مخاطر الاستراتيجيات والسياسات القطاعية: وضع سياسات جديدة أو تحديث السياسات القائمة مع ضمان مشاركة المزارعين بشكل كاف، والاعتماد على هذه السياسات في توجيه الأنشطة القطاعية.	متوسطة	دعم صياغة سياسات القطاع الزراعي والمساهمة في الحوار السياساتي من خلال مجموعة العمل القطاعي.
مخاطر القدرات المؤسسية: ارتفاع معدل دوران الموظفين الحكوميين بسبب تدني الأجور.	عالية	مناقشة إمكانية ربط الأجور بالأداء مع الحكومة.
مخاطر الحافطة: تراجع عام في الأداء..	متوسطة	تشجيع التعلم بين الأقران من وحدات إدارة المشروعات. والتركيز على إدارة النتائج وأنشطة الرصد والتقييم.
مخاطر ائتمانية - إدارة مالية: ** سوء الإدارة المزمّن لموارد المشروعات نتيجة الممارسات الفاسدة.	متوسطة	رصد المصروفات عن كثب، والالتزام بخطة العمل والميزانية السنويتين، واستخدام برنامج محاسبي معتمد، وتوفير التدريب الكافي للمديرين الماليين للمشروعات، ووضع حدود قصوى للمبالغ التي يتم استعراضها في مرحلة لاحقة للصرف.
التوريد: ضعف التخطيط وإدارة العقود.	متوسطة	تقديم التدريب اللازم لموظفي وحدات إدارة المشروعات.
مخاطر بيئية ومناخية: تأثير موجات الجفاف المزمّنة والمتكررة.	عالية	تشجيع استخدام السلالات المقاومة للجفاف وتعميم الممارسات الزراعية الذكية مناخيا في جميع أنشطة المشروعات.
مخاطر اجتماعية: التوازن بين الجنسين في مرحلة استهداف المستفيدين فقط، وليس في مرحلة التنفيذ الفعلي.	متوسطة	ضمان وضع معايير استهداف صارمة والالتزام بها عند التنفيذ لصالح النساء والشباب من الجنسين.
مخاطر أخرى تتعلق ببرنامج الفرص الاستراتيجية القطرية تحديدا	لا تنطبق	
مخاطر إجمالية	متوسطة	

\*\* راجع الذيل العاشر - موجز لقضايا الإدارة المالية.

## COSOP results management framework

Country Strategy Alignment <i>What is the country seeking to achieve?</i>	Related SDG UNDAF Outcome	Key Results for COSOP <i>How is IFAD going to contribute?</i>			
		Strategic objectives <i>What will be different at the end of the COSOP period?</i>	Lending investments and non-lending activities*	Outcome indicators** <i>How will the changes be measured?</i>	Milestone indicators <i>How will progress be tracked during COSOP implementation?</i>
<p><b>Agricultural Transformation and Growth Strategy 2019-2029.</b></p> <p><b>Anchor 1:</b> Increase small-scale farmer, pastoralist and fisher incomes by i) developing SMEs to provide inputs, equipment, processing and post-harvest aggregation; ii) reformulation of the subsidy programme to target neediest farmers.</p> <p><b>Anchor 2:</b> Increase agricultural output and value addition by i) establishing six large-scale agro and food processing hubs with PPPs ii) creating 50 new large-scale private farms on 150 000 acres under sustainable irrigation.</p> <p><b>Anchor 3:</b> Boost household food resilience by i) restructuring the Strategic Food Reserve, ii) expanding private sector warehousing, iii) community driven design of interventions and iv) improved coordination between the private sector and development partners.</p>	<p><b>SDG: 2, 5, 13, 15.</b></p> <p>UNDAF: Strategic Priority 3: Sustainable Econ. Growth</p>	<p><b>SO1:</b> Gender and youth responsive, climate-resilient and sustainable community-based natural resource management is improved</p>	<p><b>Lending investments</b></p> <p><b>Ongoing:</b></p> <ul style="list-style-type: none"> <li>• UTaNRMP (soil and water conservation, climate resilient production)</li> <li>• KCEP-CRAL (climate-resilient production)</li> </ul> <p><b>Indicative:</b></p> <ul style="list-style-type: none"> <li>• KelCoP (Soil and water conservation)</li> <li>• NRM</li> </ul> <p><b>Non-lending activities</b></p> <ul style="list-style-type: none"> <li>• CLPE (Land and water management policies)</li> <li>• Partnerships (County Govts, GEF, WFP, FAO, AGRA)</li> <li>• SSTC</li> <li>• Knowledge management (demo plots, scaling-up, lessons learned)</li> </ul>	<p>120 000 HHs of which at least 30% are women, and 15% are youth. adopting at least one climate-resilient production practice.</p> <p>Community organisations demonstrating increased capacity to manage natural resources sustainably</p>	<p># of demonstration plots illustrating the use of climate resilient technologies.</p> <p>Number of active Farmer Field Schools</p>
	<p><b>SDG: 2, 5, 13, 15.</b></p> <p>UNDAF: Strategic Priority 3: Sustainable Econ. Growth</p>	<p><b>SO2:</b> Access to gender and youth-responsive productivity-enhancing assets, technologies, rural finance and services improved</p>	<p><b>Lending investments</b></p> <p><b>Ongoing:</b></p> <ul style="list-style-type: none"> <li>• KCEP-CRAL (cereal and staples production)</li> <li>• UTaNRMP (Irrigation, cereal production)</li> <li>• ABDP (Fish production)</li> </ul> <p><b>Indicative:</b></p> <ul style="list-style-type: none"> <li>• KeLCoP (livestock, dairy, apiculture)</li> <li>• Rural Finance</li> </ul> <p><b>Non-lending activities</b></p> <ul style="list-style-type: none"> <li>• CLPE: (Input subsidy policy))</li> <li>• Partnerships: (EU, Spain, FAO, AGRA, ILO, County Govts.)</li> <li>• SSTC</li> <li>• Knowledge management: monographs on GAP, innovation platforms, mass media)</li> </ul>	<ul style="list-style-type: none"> <li>• 75% of crop farmers of which at least 30% are women, and 15% are youth, reporting increase in yields.</li> <li>• 17,500 fish farmer HH of which at least 30% are women, and 15% are youth achieving yields of at least 3mt/ha.</li> <li>• 75% increase of livestock producer HH of which at least 60% are women, and 20% are youth reporting increase in weight of animals at sale</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of crop farmer HHs using improved seed.</li> <li>• 17,500 fish farmer HHs using improved feeds.</li> <li>• 30% increase in the use of improved veterinarian or feeding technologies by targeted livestock producing households.</li> </ul>

Country Strategy Alignment <i>What is the country seeking to achieve?</i>	Related SDG UNDAF Outcome	Key Results for COSOP <i>How is IFAD going to contribute?</i>			
				<ul style="list-style-type: none"> <li>• 75% increase of milk producing HH of which at least 30% are women, and 15% are youth. reporting increase in milk yields.</li> </ul>	
	<p><b>SDG: 2, 5, 8, 13.</b></p> <p>UNDAF: Strategic Priority 3: Sustainable Econ. Growth</p>	<p><b>SO3:</b> Gender and Youth-responsive and sustainable access to improved post-production technologies and markets, and nutrition enhanced</p>	<p><b><u>Lending investments</u></b></p> <p><b>Ongoing:</b></p> <ul style="list-style-type: none"> <li>• KCEP-CRAL (grain cleaning, storage, aggregation and marketing)</li> <li>• UTaNRMP (idem)</li> <li>• ABDP: (cold chains, market and road infrastructure development, aggregation)</li> </ul> <p><b>Indicative:</b></p> <ul style="list-style-type: none"> <li>• KeLCoP (slaughterhouse construction or rehabilitation, cold chains, hides and skins processing, honey production)</li> <li>• Rural Finance</li> </ul> <p><b><u>Non-lending activities</u></b></p> <ul style="list-style-type: none"> <li>• CLPE: (grades and standards, product quality control)</li> <li>• Partnerships: ILO, AGRA, Farm Africa</li> <li>• SSTC:</li> <li>• Knowledge management: Lessons learned, sectoral studies.</li> </ul>	<ul style="list-style-type: none"> <li>• 75% of targeted crop, and livestock producing HHs of which at least 30% are women, and 15% youth, reporting increase in sales.</li> <li>• 17,500 targeted aquaculture practicing HHs report increase in sales of which at least 30% are women, and 15% are youth.</li> </ul>	<ul style="list-style-type: none"> <li>• 30% of targeted crop and livestock producing HHs report sales using product aggregation through cooperatives or producer groups.</li> <li>• 30% of crop producing households report decrease in post—harvest losses.</li> <li>• 30% of aquaculture practicing HHs report sales using product aggregation through cooperatives or producer groups.</li> </ul>

## Transition Scenarios

1. The purpose of this Appendix is to offer an understanding of likely and possible country trajectories and to identify the possible implications of these for IFAD's country programme, during the COSOP period.

**Table 1: Projections for key macroeconomic and demographic variables<sup>11</sup>**

Case	Baseline [Unchanged Policies Scenario]	High [Adjustment Policies (AP) Scenario]
Avg. GDP growth (2019-2022 <sup>12</sup> )	5.5%	6.3%
GDP/capita (2019)	USD 1 782	USD 1 829
Avg. Public debt (% of GDP) (2019-2022)	66.4	59.2
Debt service ratio (2019)	57.0	49.4
Inflation rate (%)(2019)	5.0	5.3
Rural population <sup>13</sup>	Current: 37.9M inhabitants (2019)	
	End of COSOP period: 41.1M inhabitants (2024)	
	Annual growth rate: 1.85%	
Investment Climate for rural business <sup>14</sup>	<b>2.5/6</b> <ul style="list-style-type: none"> <li>Kenya ranked 61 out of 190 in the 2019 World Bank Doing Business Report. Moreover, Kenya is one of the economies, which has registered the most notable improvements in "Doing Business". For instance, Kenya has simplified the process of providing value-added tax information by enhancing its existing online system, (iTax). The Ministry of Lands and Physical Planning implemented an online land rent financial management system on the eCitizen portal, enabling property owners to determine the amount owed in land rent, make an online payment and obtain the land rates' clearance certificate digitally. However, corruption does remain a challenge and concern. Kenya scored 27 points out of 100 on the 2018 Corruption Perceptions Index (CPI). The latter averaged 22.82 points from 1996 until 2018, reaching an all-time high of 28 Points in 2017.<sup>15</sup></li> </ul>	
Vulnerability to shocks <sup>16</sup>	<b>3.0/5</b> <ul style="list-style-type: none"> <li>Kenya remains vulnerable to exogenous shocks including volatile global financial conditions and droughts. According to the IMF, endogenous shocks such as the political instability could threaten the country's overall positive outlook.</li> </ul>	

2. There are two foreseen<sup>17</sup> scenarios for the medium-term economic outlook:

### First Scenario i.e. Baseline - with current policies remaining unchanged

- This scenario would imply slower fiscal consolidation and no adjustments of interest rate controls, lower medium-term growth, higher fiscal deficits and higher public debt.
- The Present Value (PV) of debt-to-GDP could breach its benchmark over the long term, to reach 74% in 2022. In addition, setting the primary deficit at the 2017 level (i.e. -4.8% of GDP) results in a significant increase in the debt-to-revenue ratio, which could rise to 360% in 2022.

### Second Scenario: High i.e. with adjustments in policies

- Kenya's real GDP growth is expected to average 6.0–6.5%/p.a. over the medium-term, driven by the supply effects from completed investment projects, improved public investment management, and further strengthening of the business environment. Adjustments in policies and better weather conditions would result in improvements in export performance and more than offset the contractionary effects of the planned fiscal adjustment, respectively.
- The primary deficit was 2.6% of GDP in 2018 (due to both revenue and spending measures) and is expected to decline to about zero in 2020–22, resulting in a decline in

<sup>11</sup>The analyses undertaken by the IMF, World Bank and Economist Intelligence Unit, which guide IFAD's analysis, focus on two scenarios, and provides credible logic for this.

<sup>12</sup>Period covered by most recent IMF projections - IMF, Kenya: Article IV Consultation, Oct. 2018

<sup>13</sup>UN DESA / Population Division, World Urbanization Prospects 2018

<sup>14</sup>World Bank, Doing Business Annual Report, 2019

<sup>15</sup><https://www.transparency.org/country/KEN>

<sup>16</sup>Rating (1-6), based on justified qualitative assessment of vulnerability to climate change; food price shocks; political risk

<sup>17</sup>IMF, Kenya: Article IV Consultation, Oct. 2018



debt to 56.3% of GDP in 2022. The debt's PV peaked at 60.7% of GDP in 2018 and is expected to fall in 2019. The PV of public debt-to-revenue ratio eased from 299.6% in 2018 to 261.5% in 2022.

3. **Risks to the medium-term outlook.** Significant risks include: i) new security incidents, ii) protracted weak credit growth, and iii) a larger-than-expected impact of the programmed fiscal consolidation. External shocks, which trigger capital outflows could also happen at a time when the Government has little policy space, given the urgent need for fiscal adjustment and a still-constrained monetary policy due to interest rate controls - if such a shock were to materialize, economic growth would decline. Moreover, a return of drought is rather likely to occur and would have a high adverse impact on the economy.
4. It appears that ***the most likely scenario would actually fall midway between the baseline scenario and the unchanged policies scenarios***. The World Bank (WB) corroborates this projection<sup>18</sup>, expecting GDP to rise to 5.8% in 2019, notably underpinned by recovery in agriculture.

### **Projected implications for IFAD's country programme**

#### (a) *Lending terms and conditions*

- Kenya has transitioned to blend terms in IFAD11, through the phasing-out/phasing-in mechanism (EB 2018/125/R.7/Add.1), meaning a gradual transition towards less concessional terms.

#### (b) *PBAS allocation*<sup>19</sup>

- In line with the projected implications for the lending terms and conditions, if the country does not adjust policies, Kenya may opt not to use its entire IFAD11 PBAS allocation.

#### (c) *COSOP priorities and products*

- If the country does not adjust its policies, it is possible that the country may not request investment projects from IFAD, notably if the country's lending terms become less concessional. However, it is not deemed that the COSOP priorities would change and thus policy engagement could still be pursued within the COSOP's currently defined strategic objectives.

#### (d) *Co-financing opportunities and partnerships.*

- The World Bank (WB), and the African Development Bank (AfDB) were Kenya's top two multilateral donors for the period 2016-2018. These strong relationships are likely to remain in the midterm even with a decrease in the amount of gross ODA provided to the country, thus providing IFAD with co-financing opportunities, incl. in rural infrastructure.
- ICO will continue to explore opportunities for forging Partnerships with private sector actors under value chain arrangements.

<sup>18</sup> [World Bank, Kenya Overview, Mar. 2019](#)

<sup>19</sup> Considering that the PBAS allocation is also affected by project performance and RSP, and ensuring consistency between this and the COSOP main text on the financing framework

## Agricultural and rural sector issues

1. Kenya has a land area of 582 644 km<sup>2</sup> (143 974 468 acres), out of which 21 million acres (about 15%) is classified as high-potential agriculture land, 20% as medium-potential suitable for livestock and drought-tolerant crops, and the remaining 65% as marginal agriculture-potential zones (or arid and semi-arid lands) that are suitable for ranching and pastoralism. About 18 million acres of land are under agricultural production, mostly by small-scale farmers with plots of 1.2 acres or less, while less than 14% of total agricultural land is farmed by commercial growers on 250 acre fields or more.
2. Agriculture sector continues to play a vital role in the Kenyan economic development, contributing 26% of GDP and another 27% of GDP indirectly through linkages with other sectors. The sector employs more than 40% of the total population and more than 70% of Kenya's rural people. The sector accounts for 65% of the export earnings, and provides livelihood for more than 80% of the Kenyans. It is the main driver for the agriculture based manufacturing industry, contributing approximately 75% of industrial raw materials. Agricultural transformation is thus critical to growing the Kenyan economy, alleviating poverty and delivering food and nutrition security.
3. Small-scale farming systems dominate the sector, contributing 75% of total agricultural production, most of it for subsistence and surplus for sale. But it still accounts for approximately 60% of the marketed production, and dominates in both cash and food crop production. Majority smallholder farmers practice mixed farming, occupying approximately 90% of Kenya's land under agriculture. To date, there are approximately 4.5 million smallholder farmers in Kenya, comprising of 3.5 million crop farmers, 600 000 pastoralists and 130 000 fisher-folks. Maize is the staple food and dominates smallholder agriculture, mostly intercropped with legumes, Irish potatoes and sweet potatoes in the high potential areas, while cassava, sorghum and millet are mono-cropped in marginal lands. Cash crops grown by smallholders include tea, coffee, rice, sugarcane, pyrethrum, bananas, vegetables and fruits. They also keep livestock, especially cattle, goats, sheep and poultry. Their production however is lower than for large scale farmers as they use much less inputs due to lack of working capital and low liquidity that limits smallholder farmers' ability to purchase high breed seeds, fertilizers and pesticides. Rural finance systems are underdeveloped, hampered by high cost of delivery to small, widely dispersed customers and lack of suitable collateral. Thus commercial lending to Agriculture accounts for only 4% of the total lending and only a very small proportion of that goes to smallholder farmers. Most of the agricultural credit has been provided as components under donor-funded projects, mostly through group approaches, both in cash and in kind. Despite the project-specific successes on rural finance access, the need to expand outreach remains. Key rural financial intermediaries are Equity Bank, *Kenya Women Microfinance Bank (KWFT)* and Agricultural Finance Corporation (AFC), through agro-dealers. Farmers also join Savings and Credit Co-Operatives (SACCOs) through which they sell their produce, make savings and borrow at relatively lower interest rates. These have been more successful than bank lending as members guarantee each other. Farmer-based SACCOs account for 52% of SACCO membership in Kenya.
4. Farming in Kenya is predominantly rain-fed, total area under irrigation estimated at only 192 630 ha (476 000 acres), most of it under largescale farming. Irrigation thus accounts for only 4% of the total land area under agriculture and contributes 3% of the GDP. *Kenya* is a *drought-prone* country, which experiences serious food crisis and famine every 3-4 years. The growing impact of climate change is thus expected to significantly constrain the Kenyan agricultural sector. Such concerns are also reflected in Kenya's Nationally Determined Contribution (NDC), where emphasis is placed on adaptation to climate change. Hence the need to invest in drought-

- resistant farming, improved livestock management, and efficient water management practices.
5. Despite negative weather impacts on agriculture, agriculture insurance is not well developed in Kenya. It is mainly Large Scale farmers who insure their agricultural activities with the few willing local insurance companies, and only a very small group of smallholders participate. However, there is Agriculture and Climate Risk Enterprise Ltd (ACRE), which was founded as Kilimo Salama project in 2009 through the Syngenta Foundation and the Global Index Insurance Facility (GIIF), and designed as an **Index Insurance** programme specifically to help smallholder farmers cope with climate change and devastating weather shocks. It uses weather data from satellites and automated weather stations as a proxy to estimate farmers' harvest situation, and then calculate and transfer payout owed to client farmers. ACRE is a service provider working with local insurers.
  6. Aquaculture is a promising subsector as a source of food security, poverty reduction, and employment creation in the Kenya's Vision 2030 and the Big Four Agenda. The sector represents 15% of total national fish production. It grew rapidly from 4 218 MT in 2006 to peak at 24 096 MT in 2014, but it has since been dropping and reached 12 386 MT in 2017. Freshwater fish account for close to 98% of Kenya's reported aquaculture production, and Kenya is now ranked 4th major producer of aquaculture in Africa. Common fish species are Nile perch, tilapia and African catfish.
  7. Land in Kenya is either privately owned (under freehold or leasehold tenure), communal or Government owned (public). Land owned privately comprise 107 953 Km<sup>2</sup> (19%) of total land, Communal 396 315 Km<sup>2</sup> (68%) most of it in the ASAL, and public 77 792 Km<sup>2</sup> (13%). Access to land is restricted by population pressure which causes conflict and competition in the ASAL pastoralist areas while it has become very expensive in the privately owned high and medium potential areas. Women, youth and the poor are the most affected.
  8. Kenya is experiencing serious negative impact from climate change that has led to deterioration of natural resources, including drying up rivers, receding ground water table, low land productivity, soil degradation and rivers clogged with sediments. Rapid population growth has increased pressure on land resources, leading to cultivation encroachment into forest reserves (leaving forest cover at 7.4% of the total land area instead of the recommended global minimum of 10%) and river banks, and unprotected cultivation on hill slopes that erode and wash soils into the rivers. This could lead to an estimated annual reduction in water availability of approximately 62 million cubic metres. Deforestation has also led to reduced precipitation and reduced water supply. For example **Ndakaini** dam, the main water supplier for Nairobi city is currently at 20% of its capacity (April 2019 *before the rains*). Rapid urbanization has also resulted in uncontrolled subdivisions of agricultural land to residential plots.
  9. At the micro level, smallholder farmers face a myriad of constraints that result in low agricultural productivity. Some yield figures in kg/acres include: 1080 for maize; 1 215 for wheat; 668 for beans; 500 for sorghum; 774 for tea; 1 600 for rice and 22.5 litres/cow for milk, compared to Africa: 809, 1 173, 405, 283, 620, 1 416 and 27.5 litres/cow respectively. These yields have stagnated for a long time because of: limited access to affordable high-quality inputs, credit, mechanization, new technologies, irrigation, artificial insemination, commercial markets, supporting infrastructure, business and market orientation. They heavily rely on rain-fed agriculture, and extension and support services are weak. Kenya's Total Factor Productivity (TFP) for agriculture dropped by 10% between 2006 and 2015 reflecting significantly increased production costs due to the GoK fertilizer subsidies which began in 2009 with little corresponding increase in yields for staple crops. A main pillar of the GoK's agricultural strategy is to revamp this costly and ineffective subsidy program which should improve Kenya's TFP. They also experience high production costs and large post-harvest losses (estimated at 30%). Moreover,

budget allocation to the sector is low (4% instead of the target 10%). Mechanization by smallholder farmers is limited because of limited financial resources while plots are small due to subdivisions. Nevertheless, a small proportion use hired tractors and animal draught power (from private owners) to plough their fields.

10. FOs in Kenya are at different levels of strength and capacity. A good number is involved in policy advocacy and take joint lobbying actions on key issues affecting their activities (e.g. the Cereal Growers Association, Kenya Coffee Producers Association, Kenya Dairy Farmers Federation, etc). These FOs continuously engage the Government in evidence-based advocacy to ensure formulation and implementation of agricultural policies that favor their members. Farmers are trained and facilitated to undertake aggregation and jointly market their produce, access affordable credit through their SACCOs and procure farm inputs in bulk to attract discounts and ensure quality. However there are many FOs that are struggling and require a lot of support to succeed.
11. The Government is addressing the above constraints through institutional and policy reforms to transform smallholder agriculture to market-oriented through: investments in infrastructure; making agricultural inputs available; promoting agricultural processing; and enhancing private sector participation. Communities are trained and sensitized on climate change mitigation and adaptation techniques such as **conservation and climate smart agriculture including** use of tolerant crop varieties, agroforestry and water harvesting. On their part, smallholder farmers form groups which enable them access financing, training, extension, marketing and agro-processing. The Government had introduced an input subsidy programme (ISPs) for fertilizer and improved seed in 2007, but studies reveal that the programme only benefited wealthy farmers and companies that supply fertiliser, leaving fertilizer use low and stagnated at 15kg/acre.
12. Vision 2030 is the county's development blueprint whose objective is to transform Kenya into an industrializing middle income country by the year 2030 by transforming agriculture into a commercially oriented, modern sector. The Vision is being implemented through successive five-year Medium Term Plans (MTPs) – MTP I (2007 to 2012) and MTP II (2013 to 2017) have been successfully implemented, and MTP III, which was launched in 2018 is now under implementation. Kenya devolved system of Government was implemented under MTP II. On December 12, 2017, the President of Kenya announced the Big Four Agenda (2017-2022), which outlines what he will be focusing on in his last presidential term to improve the living standards of Kenyans, and grow the economy. The Big Four Agenda items are: Food security, manufacturing, affordable universal health care and affordable housing.
13. Implementation of the Vision has not achieved much of its targets due to constraints including adverse weather patterns; insecurity; slowdown in the growth of the manufacturing sector; high lending rates; financial market volatility and falling commodity prices. Nevertheless, Kenya has generally done well, earning itself a **low middle-income country** status in September 2014.
14. The Agricultural Sector Development Strategy (ASDS 2010–2020) was developed to align sector initiatives to vision 2030. Through ASDS, a number of agricultural institutional reforms, policies and regulations were prepared and approved. The strategy has now been succeeded by the Agricultural Sector Transformation and Growth Strategy (ASTGS: 2019-2029), which will continue a more focused implementation of the Vision 2030 and the "Big Four Agenda". The ASTGS will be implemented through 3 anchors that will entail: i) increasing small-scale farmer, pastoralist and fisher folk incomes; ii) increasing agricultural output and value addition; and iii) boosting household food resilience. These will be achieved through 6 strategic five-year projects that will link farmers to SMEs; streamline the subsidy programme; promote agro-processing; establish large-scale private farming; expand irrigation; restructure Strategic Food Reserve (SFR); boost food resilience in ASALs;

train government leaders, project implementers and youth-led extension agents; strengthen research and innovation; and monitor key food system.

15. The Ministry of Agriculture, Livestock & Fisheries is responsible for the development of the agricultural sector, that entails: i) formulation, implementation and monitoring of agricultural legislations, regulations and policies; ii) supporting agricultural research and promoting technology delivery; iii) facilitating and representing agricultural state corporations in the government; iv) Development, implementation and coordination of programmes in the agricultural sector; v) Regulating and quality control of inputs, produce and products from the agricultural sector; vi) Management and control of pests and diseases; and vii) Collecting, maintaining and managing information on agricultural sector. The ministry executes its responsibilities through three state departments headed by principal secretaries - the State Department for Agriculture responsible for policies on agriculture; the State Department for Livestock with a mandate to handle policies on livestock; and the State Department for Fisheries tasked with policies that enhance the development of the fisheries industry. The Ministry is supported by a number of agriculture based institutions.
16. Kenyan private sector is well developed and plays a pivotal role in the development of the country's agriculture sector. It is important to note that the smallholder farmer is essentially a private sector operator who makes individual decisions. Large farmers are involved in irrigated commercial farming, mainly in floriculture and horticultural crops, tea and wheat. They also produce dairy products, beef, poultry and pork. The Private sector is responsible for input supply; transport of agricultural produce; purchases agricultural produce; undertakes agro-processing and agriculture based light manufacturing; provides tractor hire services and financial services; and contracts farmers. But the sector is constrained by inadequate infrastructure especially rural roads and storage facilities, inadequate regulations, inappropriately targeted subsidies, security and politics.

## SECAP background study

### Social, Environmental and Climate Assessment Procedures (SECAP) background study

#### A. Objectives

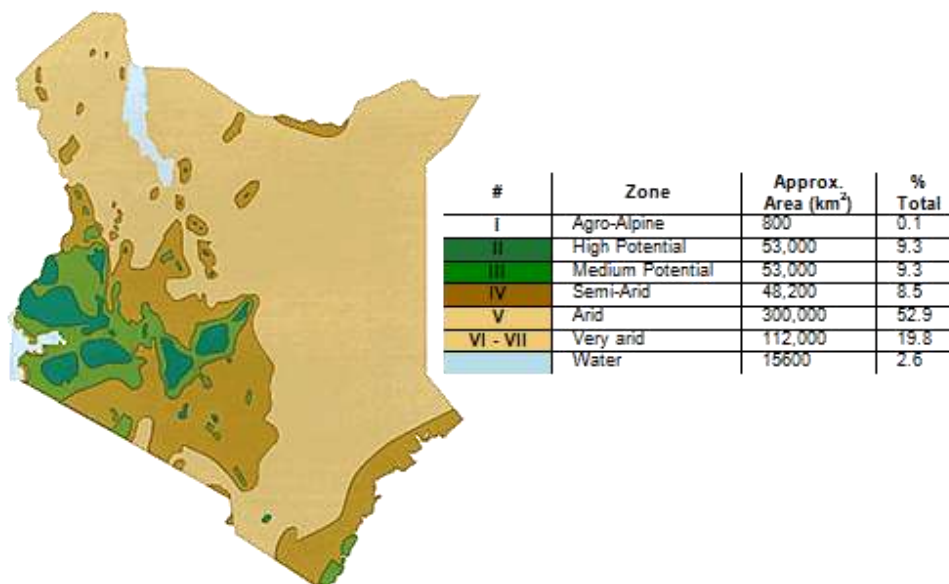
1. The Government of Kenya has developed policies and strategies aimed at environmental sustainability, social cohesion and inclusion, poverty eradication, as well as a low emission and climate resilient development pathway. This SECAP background study aims to further align the IFAD COSOP (2019-2024) with Kenya's green growth, climate resilience, environmental sustainability, social inclusion and poverty reduction goals. In particular, the SECAP study supports the IFAD Kenya - COSOP in realising cross-cutting sectoral objectives such as: i) gender equality in agriculture, ii) empowerment of women and youth in agriculture, iii) improved nutrition, iv) climate adaptation and mitigation and, environmentally sustainable agricultural development, and v) Protecting the rights and livelihoods of indigenous peoples.
2. **Approach and methodology.** The approach and methodology used for conducting this background study includes: i) literature review of relevant national policies, and strategies, ii) analysis of ongoing projects within IFAD, GoK and development partners' portfolios, iii) analysis of primary data obtained from various Governmental and Non-governmental organisations, iv) consultations with national stakeholders, civil society organisations and farmers' organisations, and v) country programme evaluations, including existing environmental, social and climate related studies and assessments.
3. This SECAP review note provides a background to enable a better understanding of the social inclusion (gender, youth, indigenous people), environment, climate change, and nutrition contexts as well as to identify underlying issues and challenges, and to provide strategic recommendations for action during the COSOP period.

#### Part 1: Situational Analysis and Main Challenges

4. **Geographic context.** Located in Eastern Africa, Kenya is a Tropical country that lies between latitudes [5°N](#) and [5°S](#), and longitudes [34°](#) and [42°E](#). Kenya is bordered by Ethiopia, Somalia, South Sudan, Tanzania and Uganda. The country's total size is 569 140 km<sup>2</sup> of which 1.9% (11 227 km<sup>2</sup>) is covered in water. The country has a variable climate that ranges from warm to humid in the coastal regions and, arid, semi-arid and very-arid in the interior. Kenya is divided into 47 semi-autonomous Counties. The country's landscape is characterized by the coast and inland plains, the Great Rift Valley and major highlands. Kenya has 18 gazetted water towers/catchments, the main ones being five, namely: Aberdares; Mt. Kenya; Mau Complex; Cherangany Hills and Mt. Elgon. Kenya experiences a bimodal rainfall pattern, with long rains occurring from March through to May, and short rains experienced between October and December.
5. **Climate.** "Kenya has a moderate tropical climate which is tempered by topographic relief, as well as the movement of the Inter Tropical Convergence Zone (ITCZ). Rainfall is also affected by large water bodies like the Indian Ocean and Lake Victoria. Most of the country is relatively dry with mean annual rainfall estimated at 680 mm per year. But this rainfall is unevenly distributed over the country in both spatial as well as temporal scales, varying from about 200 mm in the dry areas to over 2 000 mm in the humid zones, the latter being mostly in the highlands" (Ministry of Environment and Natural Resources, 2016).
6. **Demographics.** Kenya comprises of a population of over 48 million people (CIA Fact book, 2018), and has an average population density of 79.2 people per square

km, ranging from over 1 000 in Vihiga County to about 4 in Marsabit County. However, due to rapid movement of populace to the city (in 2013, it was estimated that approximately 4 million Kenyans migrated to cities), areas such as Nairobi and Nakuru are continuously increasing in density. Nairobi is also home to one of the largest slums in the world (Kibera), which houses 250 000 people out of the 2.5 million slum and high density areas in the city. Moreover, a sizable Kenyan population resides in international locations (estimated at approximately 501 200 in 2013), accounting for the large contribution to the Kenyan economy through remittances by the Kenyan diaspora (approximately USD 1.7 billion in 2017) (FAO, 2018).

7. **Agro-ecological zones.** Kenya is subdivided into several agro-ecological zones namely: "**AEZ 0** corresponds to ever wet evergreen rainforest; **AEZ 1** to evergreen rainforest; **AEZ 2** to seasonal rainforest because of one or two dry months; **AEZ 3** has three to five dry months and corresponds to seasonal semi-deciduous moist forest or a high grass - broad leaved trees savanna; **AEZ 4** corresponds to woodland, which is either deciduous in subzone with unimodal rainfall located towards West Kenya and in Tanzania, or hard-leaved evergreen in bimodal rainfall subzones with two dry seasons found in East Kenya, where plants have hard or hairy leaves to avoid shedding them off twice a year. The grass is up to 1 m high; **AEZ 5** where the natural vegetation is a short grass savannah with small leafed thorny trees and bushes; **AEZ 6** is bush land with very short but still perennial grass, and therefore it is suitable for ranching - if the grass (the standing hay for the dry season) is not eradicated by overgrazing; **AEZ 7** indicates Semi-desert; and **AEZ 8** is full desert." (FAO, 1997). Kenya has a varying range of soils, such as clay, loamy, sandy, shallow, deep, highly fertile, low fertility among others. In Agriculture, the main types of soils include: vertisols; acrisols; lixisols; ferralsols; luvisols; and nitisols (Gachene and Kimaru, 2003).



(USIU, 2018)

### Environment and Natural Resources Situational Analysis and Challenges

8. Kenya's economy is highly dependent on its natural resource base and climate-sensitive sectors such as agriculture, water, fisheries, forestry and energy. Approximately 80% of Kenya's population is directly and indirectly dependent on rain-fed agriculture for basic livelihoods. The most vulnerable sectors happen to be the agricultural and water sectors where land degradation remains a major threat to the provision of environmental services, and the ability of smallholder farmers to

meet the growing demand for food and incomes. The interactions between climate change and land degradation are likely to affect a range of different social and ecosystem functions they deliver, with consequent impacts on food production, livelihoods and human well-being. The areas most affected by these impacts also happen to be the most productive in Kenya. Unless these challenges are seriously addressed, achieving the full potential of Kenya's natural land resources could prove difficult (Ministry of Environment and Natural Resources, 2016).

9. **Agriculture.** The drought cycle in the country has progressively reduced: from 20 years (between 1964-1984) to 12 years (between 1964-1984) to two years (between 2004-2006) and the current yearly occurrence of drought (since 2007), resulting in shorter rain cycles and longer droughts, degrading the limited arable land, and adversely affecting the 75% of Kenya's workforce that is engaged in agricultural production. As a result, multiple crops have experienced decline in national productivity (e.g. Maize by 6.3% and tea by 7% between 2016 and 2017), which in turn, has led to the overall Import Dependency Ratio of the National Food Balance Sheet that increased from 29.4% in 2016 to 42.7% in 2017 (Ministry of Environment and Forestry, 2018). The agriculture sector is one of the largest contributors to Greenhouse Gas (GHG) emissions in Kenya.
10. **Forest resources.** Kenya's forest ecosystems include savannah woodlands, *montane* rainforests, dry forests, mangroves and coastal forests. The country's forest cover is estimated at 7.4%, against the recommended global and national minimum of 10%. The forest sector is critical for Kenya's economic, social and environmental wellbeing, as well as climate resilience. It is estimated that the forest sector contributes about 7 Billion Kshs (USD 70 million) to GDP, while employing 50 000 people directly and a further 300 000 indirectly. Some environmental services contributed by forests include: to act as carbon sinks; improve water quality and quantity; and soil erosion control, among many other benefits. Kenya has experienced a rapid depletion of its forest resources, at a rate of 5 000 ha annually, resulting in reduced water availability and economic losses, currently estimated to be USD 19 million annually. The key challenges facing the forestry sector are: illegal logging; deforestation and degradation; and forest fires among others (Ministry of Environment and Forestry, 2018).
11. **Livestock.** Livestock is a key sub-sector in the agricultural sector and contributes approximately 40% of the agricultural sector's contribution to national GDP (IGAD, EU and FAO, 2013). A large concentration of livestock activities are around Arid and Semi- Arid Lands (ASALs), and it accounts for almost 90% of employment in the ASALs. Climate has been an important factor in the selection of areas for engaging in different types of livestock rearing such as the Northern and Southern rangelands for Beef production, and the Central Rift Valley and the parts of Western Kenya for the production of poultry and cattle rearing. Livestock also contributes significantly to GHG emissions (specifically Methane gas), and is expected to account for an increase of 30% in GHG emissions by 2030).
12. Due to the fact that a significant proportion of the populace engaged in the livestock sector are smallholder farmers, the impacts of climate change are expected to be adversely felt at household level, and are particularly devastating for nomadic and semi-nomadic pastoralists who depend on this flow of income for sustenance, especially in the ASALs. The rate of cattle slaughter has increased from 2016- 2017 by 5.3% due to farmers attempting to reduce losses. Over 70% of livestock mortality in ASALs has been a result of droughts (Ministry of Environment and Forestry, 2018). It is estimated that Kenya risks losing approximately 1.7 million cattle (52% of total cattle population) in ASALs between 2017- 2027, unless current trends in climate change are mitigated. This accounts for the loss of almost KES 34 billion- KES 68 billion in a ten year period, with the largest impacts foreseen to be felt to be in Garissa, Wajir, Tana River and Turkana (Ministry of Environment and Forestry, 2018).



13. **Fisheries.** The fisheries sub-sector has been rapidly growing into an export industry in the past few years. Almost 95% of total weight of fish is sourced from fresh water (of which 50% is sourced from Lake Victoria and 4% from Kenya's coastline. The fisheries sub-sector provides employment to over 500 000 Kenyans (Ministry of Environment and Forestry, 2018). Although the fisheries sector only accounts for about 0.8%, it has vast potential for growth and numerous benefits such as increased nutrition, if scaled-up sustainably. However, impacts of climate change further hamper opportunities for improvement of deep sea fishing due to:
  - i) changing of fish breeding patterns due to increasing water temperatures;
  - ii) movement of marine fish deeper into waters; and
  - iii) concurrent lack of technology of farmers to access deeper seas.Aquaculture is constrained by:
  - i) high price of maintaining fish farms; and
  - ii) drying up of ponds due to drought.
14. **Mining.** Kenya has known mineral deposits of oil and natural gas, soda ash, gold, coal, fluorspar, iron, gypsum, diatomite, titanium, limestone etc. The discovery of oil and gas in 2012 is expected to boost the country's economy. The Constitution of Kenya, 2010, vests all minerals under the ownership of the national government, and mandates it to ensure sustainable extraction and utilization, and conservation, health and safety of the environment (Ministry of Mining, 2017). The primary challenges experienced among smallholders in relation to mining is stone quarrying and sand harvesting which result in land degradation, as well as dust and water pollution. The development of quarry and sand harvesting management guidelines at county level could mitigate these risks if enforcement is done diligently.
15. **Water resources.** Kenya is endowed with several water resources such as lakes, rivers, dams, ocean, streams, springs, ground water resources among other sources. However, the country is still considered a water-stressed country because its renewable water resources are estimated at 650M<sup>3</sup> per annum, and a country is classified as 'water scarce' if the renewable fresh water generated per annum is below 1000M<sup>3</sup>. Kenya's water scarcity is exacerbated by variable and unreliable rainfall patterns, as well as climate change. Coupled with an increasing population, the demand for water already outstrips supply. The effects of water scarcity are much more pronounced in the ASALs, which receive very low rainfall. Water resources in Kenya face several challenges such as: over abstraction in some catchments; inappropriate land use; destruction of riparian land; soil erosion; water resource use conflicts; and effluent discharge into water bodies. As such, Kenya needs to invest substantially in sustainable water management. Some approaches that have been applied successfully include, water efficient technologies, water resource financing and incentive mechanisms, sustainable land and water management approaches, and public private partnerships (2030 Water Resources Group, 2015).
16. **Land resources.** Land remains the most important resource for most Kenyans, particularly the majority of rural farmers, whose livelihoods are agro-based. Land in Kenya is either national/public land, communal land or privately owned. Only 17% of the country's total land cover is arable, and suitable for rainfall dependent agriculture, while the rest is semi-arid and arid. Although the irrigation potential is high, it is still underdeveloped and only 10% of the total land cover is under irrigation to date. Additionally, Kenya still faces land tenure issues which in some cases result in violent community conflicts or inability to access and productively utilise land resources, especially among women and the youth, and indigenous peoples. The pace of land reforms in the country, to address recurrent land use conflicts has been slow with very limited results to date.
17. Furthermore, studies are revealing that majority of the land in the country faces high risks of land degradation, particularly in the arid and semi-arid regions. Land degradation is mostly human induced and mainly manifests in the form of: soil erosion; rangeland degradation; salinity; deforestation; desertification; salinization, soil nutrient loss; sedimentation etc. At the same time, agricultural productivity is

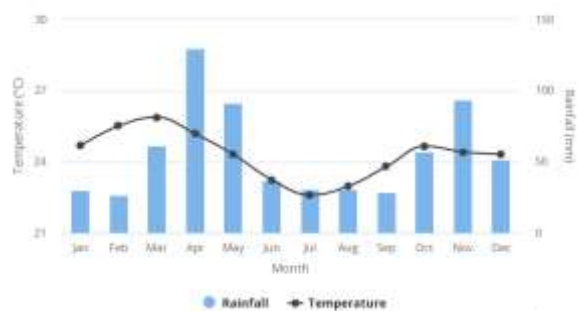
low compared to inherent potential due to limited investments in optimal productivity especially at small holder level. As such, sustainable land management is increasingly receiving prominence in government programmes and being promoted through development programmes. These efforts are also to some extent, embedded into the Nation's commitments e.g. under the UNCCD, UNFCCC, SDGs, among others (Ministry of Environment and Natural Resources, 2016).

18. **Energy resources.** Kenya's energy sector is largely driven by petroleum, electricity and wood fuel/biomass, with wood fuel/biomass being the most widely used form of energy by the rural and urban poor. The government is making tremendous strides towards improving electrification from the current 15% to 65% by 2022. Much of the electricity is generated through hydropower (57%), while geothermal and thermal power account for the rest. The government has put a lot of focus in green energy use and intends to continue doing so in the long term. Solar and wind power are gaining momentum gradually, but still contribute little to the grid. The reliance on hydropower requires that water catchments continue to be well conserved in order to ensure a reliable and quality supply of water to the hydro stations. Moreover, overreliance on wood fuel has increased deforestation levels across the country, in addition to contributing to greenhouse gas emissions, thereby accelerating the rate of climate change. The move towards renewable energy sources such as biogas, solar, wind, geothermal, hydropower etc., is likely to reverse this situation (Energypedia, 2019).

#### **Climate Change Situational Analysis and Challenges**

19. Kenya has been negatively affected by climate change in most sectors of its economy including agriculture, tourism and transport among others. Climate variability and climate change is increasingly being felt across the country and the duration between climate hazards such as droughts and floods has become shorter, with wide reaching impacts and losses. Kenya's mean annual temperature is expected to increase by 1.0<sup>0</sup>C to 2.8<sup>0</sup>C by 2060, while rainfall is expected to increase by up to 49 mm per month. More hotter days are being experienced in Kenya, particularly during the long rainy seasons, when most farmers do their planting. The figures below provide an indication of historical and projected trends in temperature and precipitation (World Bank, 2019).
20. Partly due to El Niño and La Niña episodes, Kenya is prone to cyclical prolonged droughts and serious floods, with climate change increasing the intensity and frequency of these events. Shorter intervals between droughts and prolonged droughts in the country have contributed to food insecurity due to loss of crops and livestock, loss of biodiversity, land degradation etc. Floods experienced after drought periods have wreaked havoc in many parts of the country, through damage to crop and livestock systems, infrastructure and loss of lives among others. Future climate models reveal that there will be more severe droughts and intense floods by 2100. "These conditions will lead to increased malnutrition among children, as parents are unable to feed their families. UNICEF estimates that if a child in Kenya is born in a drought year, the likelihood of them being malnourished increases by up to 50 per cent (UNICEF, 2017, GoK, 2015).

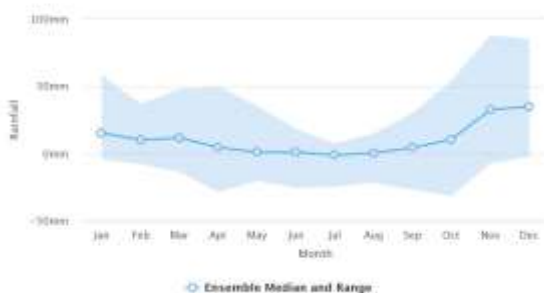
Average Monthly Temperature and Rainfall in Kenya from 1901-2016



Projected Change in Monthly Temperature for Kenya for 2080-2099



Projected Change in Monthly Precipitation for Kenya for 2080-2099



21. Government of Kenya confers that climate change is best addressed through the integration of climate change policy responses and actions to national, county, and sectoral planning and management processes. It encompasses both: i) horizontal integration- through the implementation of an overarching national guidance system through policy and legislature; and ii) vertical integration - incentivizing all sectors and levels of the populace to implement climate change responses in their core functions. This has allowed for the reconfiguration of Kenya's planning process through effective integration of climate resilience and low carbon development in Kenya's national development process through Vision 2030 to all sub-sectors. Through the Big Four Initiative, the government has put in place measures and programmes to address climate change and drought (Third Medium Term Plan, 2018-2022). Kenya's NDC, which presents the country's commitments at the international level, builds on this internal process.
22. The establishment of 47 semi-autonomous Counties through decentralization and devolution of the central government, has led to increased opportunities for local councils and communities to improve awareness, be consulted, and actively engaged in the design and implementation of climate change adaptation and mitigation actions. In particular, Counties are expected to actively seek and engage in climate change mitigation opportunities using financial capital such as the County budget, County Climate Change Funds (currently developed in Garissa, Makueni and Wajir Counties), and the use of social capital by sourcing and integrating locally-identified community climate change adaptation and mitigation actions. Climate smart agriculture, early warning systems, and crop and livestock insurance have been identified as some of the interventions that can strengthen adaptation to climate change.
23. Climate information services are now widely appreciated and increasingly being integrated in programming and decision making in agriculture and other sectors of the economy. The newly developed Meteorological Policy calls for the use of climate information and knowledge for appropriate evidence-based decision-making, awareness creation and preparedness, and facilitating access to climate data by

institutions and organisations, as well as development of a regulatory framework for the dissemination of climate and weather information and products (Meteorology Policy, 2019).

24. The impacts of climate change are expected to be felt drastically in East Africa, particularly in the Arid and Semi-Arid Lands (ASALs) of Kenya, which occupies approximately 80% of Kenya's landmass (Ministry of Devolution and ASALs, 2019). Therefore, the development of mechanisms and affordable products that are able to share the potential risk are crucial to improving climate change adaptability of farmers. The Sendai Framework for Disaster Risk Reduction (2015- 2030) also acknowledges the importance of promoting disaster risk transfer, risk-sharing and retention mechanisms. Crop insurance and climate risk insurance are seen as viable options in risk reduction. Additional risk mitigation measures include: introducing climate resilient plant varieties, improving data systems to identify risks posed by climate change on the agricultural sector); or, indirect processes (e.g.: improving farmer linkages to inputs and markets to improve income generation, which enables further investments to improve climate resilience).
25. **Disaster risk management.** Kenya experiences natural hazards such as droughts and floods. Other hazards include landslides, and resource use conflicts. Although Kenya has institutions charged with dealing with disasters, often times disaster management is reactive rather than preventive. "An evaluation of the 1999-2001 drought response estimated that out of the US\$342 million spent on relief response, about half would have been utilized if appropriate mitigation and preparedness measures had been put in place prior to the crisis. With support from the UN, a national Disaster Risk Reduction (DRR) platform was established to support the Government in coordinating disaster issues at the national level. The Principal Disaster Risk Management Institutions include: the National Drought Management Authority (established after the 2011 drought) and National Disaster Operation Centre. Disaster Risk Management is coordinated by the Directorate of Special Programmes under the Ministry of Devolution and Planning while some disaster response functions are within the Ministry of Interior and Coordination of National Security" (UNDP, 2019). The government plans to: a) Increase availability of and access to multi-hazard warning systems and information for disaster risk reduction; b) Promote partnerships and service delivery agreements between the NMS and different users of products and services; and c) Promote cooperation and collaboration with other national, regional and global specialized agencies in Disaster Risk Reduction issues.

### **Socio economic Situational Analysis and Challenges**

26. **Youth.** In 2018, it was estimated that approximately 42.4% of the population was under the age of 15, while approximately one third of the country comprised of youth (15-24) (CIA Fact book, 2018). According to a study conducted by UNDP, 80% of the unemployed are youth, between 15-34 years old (UNDP, 2015). With approximately 1 000 000 youth entering the labour market of Kenya annually (Kenya Country Report on Youth Employment, 2014), youth unemployment continues to become a significant concern. The Ministry of Agriculture, Livestock and Fisheries (MAL&F) acknowledges that there is high potential for addressing youth unemployment by increasing their participation along the agricultural value chains (Kenya Youth Agribusiness Strategy, 2017). MAL&F notes that engagement of Kenyan youth in agriculture presents an opportunity to not only absorb a greater proportion of populace to the workforce, but also enhances the potential for significant contribution to the achievement of food security for current and future generations.
27. However, the agricultural sector has not been able to exploit the full potential of youth yet, and the engagement of youth in the sector remains low. The situation is worsened by the perception that agriculture is an employment opportunity of last

resort, due to its manual labour-intensive nature, uncertainty in financial remunerations, and lack of availability of affordable physical capital such as cultivable land. The Kenya Agriculture Sector Transformation and Growth Strategy (2019-2029), the Kenya Youth Agribusiness Strategy (2017-2021), and the Kenya Draft National Livestock Policy (2019), mentions measures aimed at improving opportunities for sustainable participation of Kenyan youth in agribusiness: mind set change towards agribusiness; increased technical capacity; access to financial services; access to physical resources such as affordable land; etc.

28. Land tenure systems categorize available land into three categories as follows: (a) communal land (is owned based on traditional customary rights and allows every member of the community use the land but not sell it); (b) government trust land (owned by the state and utilised for public purposes such as for the development of public infrastructure and national natural reserves); and (c) privately owned land (which is registered under specific individual owners or companies). Most youth mostly acquire land through inheritance. However, due to the exponential growth of youth and communities, access to cultivable inherited land is rapidly decreasing, resulting in increased migration to urban areas. The alternative option, which is to buy and own land has its own financial restrictions, leading to reduced access of youth to cultivable land. Nevertheless, the Kenyan population should be sensitized to understand that agriculture is not just cultivation but involves the entire whole value chain, and the youth should be encouraged to participate at every level of the value chain (e.g. distribution of agricultural inputs, transport of agricultural produce, agro-processing, leasing out agricultural machinery, etc.).
29. The key challenges in engaging the youth in agriculture are identified as: i) poor and inadequate education which limits sharing of knowledge and information on development of sustainable entrepreneurial ventures, and ii) limited usage of technology in agriculture as well the ability of the youth to afford that technology e.g. smart phones, and digital platforms requiring internet use. To counter this, vocational training and extension services, as well as promotion of agriculture in schools and tertiary institutions can potentially create interest and income generation pathways for the youth in agriculture. Access to digital and mobile technology also needs to be strengthened in the sector as this is an area that has been found to appeal to the youth to join agriculture (MIJARC/IFAD/FAO, 2012; FAO, 2007).
30. **Gender.** Approximately 50.3% of the Kenyan population are women (FAO, 2018). With the introduction of the progressive rights-based Constitution of Kenya (2010), the permit of basic rights for women, children and other marginalized groups have been prioritized, and safeguarded by succeeding policy and legal frameworks. However, women continue to face barriers in accessing economic and socio-political resources and opportunities (UN Women: 2019). Moreover, incidents of gender based violence, sexual harassment and certain cultural practices such female genital mutilation further exacerbate the situation. Kenya has seen a drastic increase in the number of women engaged in agriculture. According to estimates developed by ILO, the ratio of women to men in agriculture has increased from 57%:43% in 1991 to 64%:37% in 2018 (World Bank Data 2018). According to UN Women, over 80% of Kenyan women are currently engaged (in some capacity) in smallholder farming. However, despite the large proportion of women engaged in agricultural activities, only 1% of these women own land in their own right, and less than 10% have access to any form of credit (less than 1% have access to agricultural credit: UN Women, 2019).
31. Moreover, women continue to face more challenges in agriculture and these include: limited access to agricultural inputs due to the unavailability of hard collateral such as land; lack of effective gender-sensitive M&E systems in the agricultural sector leading to ineffective capturing of information on women's engagement in agricultural activities. This leads to continued lack of gender statistics in agriculture,

particularly in rural and remote areas. The low engagement of women in leadership positions in rural contexts, particularly in community-based decision making and management structures, leads to their further marginalization.

32. Additionally, sociocultural attitudes, particularly in rural contexts do not acknowledge engagement of women in multiple roles at household level (e.g.: child rearing and household activities), alongside agricultural activities, and are geared at prioritizing the well-being of boys rather than girls. This is especially apparent in the tendency of rural households to invest in secondary and higher education of boys rather than both boys and girls. This leads to worsening skills and knowledge gaps between men and women, further eroding opportunities available for rural women. These challenges are further exacerbated by lack of open dialogue and communication on women's issues, including opportunities for engaging in the agricultural sector, within rural communities
33. In order to combat such inequalities, agriculture sectoral actors have developed ventures aimed at promoting the development of inherent linkages between women's engagement in agriculture, agricultural growth, and sustainable food security. Key characteristics of such ventures are: i) Expanding women's access to physical capital such as land, which have traditionally been predominantly owned by men; ii) Increasing women's access to financial services; iii) Linking female farmers to agricultural value chains from production through to processing and marketing of agricultural produce; iv) capacity building through training and improved access to information; and v) developing data-driven monitoring mechanisms, which are able to gather and analyse data to understand the extent of successful integration of women into the agricultural/ agribusiness sector.
34. In order to monitor success of ventures in sustainably engaging women in agricultural development, various metrics have been developed. In particular, the Women's Empowerment in Agriculture Index calls upon agricultural actors to ensure that women are: i) at the forefront of making decisions pertaining to agricultural production; ii) have direct access to decision-making authority and productive resources, iii) have control over the income generated, iv) are empowered to become leaders in the community, and v) are trained to ensure effective and efficient use of time and resources available. The indicator also engages household indicators to ascertain the opportunities and resources available to women in comparison to men, at household level.
35. **Marginalized groups.** The Constitution of Kenya (2010) defines a marginalised community as: i) a community that has been unable to participate and integrate in socioeconomic life of Kenya, due to its relatively small population; or ii) a community that has established itself in a thinly-populated location out of need to preserve its unique culture and values; or iii) a community that identifies itself as an indigenous community and has maintained its lifestyle and livelihood on the hunter/gatherer/ pastoral economy.
36. Due to the concept of disparity being multifaceted (i.e.: encompassing multiple dimensions such as: convergence, inequality and polarisation), it has been a continued challenge for scholars and policy makers to effectively discern marginalised areas and communities. However, it is clear that previous strategies aimed at selective channeling of resources to areas of high return in order to attain rapid economic growth, was a significant contributor to the existence of marginalised communities. In this regard, marginalised areas tend to be cut off from the national axis of growth due to distance and inaccessibility. Moreover, in most locations where these communities face geographical seclusion, they continue to face lack of endowment and fail to attract potential investors, further isolating them from a rapidly developing world.
37. A significant proportion of rural populace identified as IFAD's target beneficiaries belong to the sector of marginalised groups. A predominant reason for this is their

location in rural areas, with reduced access to resources and services. The Survey Report on Marginalized Areas/ Counties in Kenya (Commission on Revenue Allocation, 2012) identifies that a high level of marginalization exists in Arid and Semi-Arid Lands (ASALs). The findings also indicate that Turkana, Marsabit, Mandera, Lamu, Wajir, Isiolo, Samburu, Tana River, West Pokot and Garissa are the most marginalized Counties in Kenya. It is also identified that in each of the 47 Counties, there is at least one marginalized area, community, or group. The same study identifies that different metrics such as: education, infrastructure, poverty index, food security, health facilities, access to water and historical injustices should be used as criteria when determining the most marginalised communities and areas, in order to design targeted development strategies accordingly (Commission on Revenue Allocation, 2012).

38. **Indigenous peoples.** It is estimated that Kenya has approximately 1.5 million people who self-identify as indigenous people (World Bank, 2016). The indigenous people in Kenya are predominantly hunter-gatherers (e.g.: Ogiek, Sengwer, Yaaku Waata and Sanya), nomadic and semi-nomadic pastoralists (e.g.: Endorois, Turkana, Maasai, Samburu) and other blacksmiths and fishing foraging communities (IWIA, 2019). Amongst pastoralist communities, livestock is a form of savings, source of food, financial capital, and the basis of wealth description, causing high dependence of pastoralist farmers on their livestock assets. Therefore, external shocks (e.g.: environment/climate-related) have the ability to significantly hinder indigenous peoples' capacity to harness optimum output from their assets for both self-sustenance and for income generation.
39. In addition to the adverse effects of climate change, indigenous communities, particularly pastoralists, face additional barriers to integration in society. Such barriers arise due to: (a) their cultures and way of life, which differ considerably from majority of society, and may not be appreciated due to lack of understanding; (b) the lack of institutional support to retain their culture, sometimes leading to extinction of cultural values; (c) the high dependence of such communities on access to rights, land, and relevant natural resources (e.g.: water bodies), paired with the lack of engagement of such communities in socio-political platforms, leading to lack of voice; (d) discrimination from society for their actions, which are at times considered 'primitive' or 'less advanced'; (e) geographical isolation, due to location of most indigenous communities in rural and thinly-inhabited regions (World Bank, 2016). The combination of the effects of climate change, discrimination and marginalisation, if continued, threaten the continuation of indigenous people's cultures and ways of life, and prevents them from actively participating in decisions regarding their own future and forms of development.
40. A significant proportion of obstacles hindering effective engagement of indigenous communities in agricultural activities revolves around access to natural resources such as arable land and water, as well as conflicts arising due to the same. A study conducted by Minority Group International (2005) identifies that further action is required through national policy to address conflicts between indigenous communities arising from scarcity of natural resources. This is extremely common among pastoralists based in the Arid and Semi-Arid Lands (ASALs) of Kenya, who are in constant conflict with peers for grazing land and water for livestock.
41. Moreover, non-indigenous communities need to be better sensitized to respect traditions, values, beliefs and traditional knowledge of indigenous communities. This would enable greater understanding of sensitivity to concerns of indigenous communities with regards to cultural, religious and lifestyle choices. Indigenous communities also tend to be based around certain geographic locations, and are usually dependent on various agricultural processes for sustenance of livelihoods. This makes such communities particularly vulnerable to effects of climate change on agricultural productivity, as well as scarcity of natural resources. It is, therefore, crucial that the climate resilience of such communities are improved.

42. According to IGWIA (2019), Kenya has not yet adopted the United Nations Declaration on the Rights of Indigenous Peoples, and does not have specific national legislature on indigenous communities. However, Kenya has ratified the International Convention on Elimination of All Forms of Racial Discrimination (ICERD).
43. **Nutrition.** The population of Kenya has tripled in the past 35 years, posing significant strain on the national resources, which are not adequately equipped to meet the growing demand. This has led to a significant number of Kenyans, especially youth, women, and vulnerable groups at high risk of poverty and malnutrition. According to the data gathered by the Kenya National Bureau of Statistics (KNBS), 3.4 million Kenyans suffered from acute food insecurity in 2017. Multiple factors have contributed to this situation, including: i) increased frequency of droughts and reduced rainfall; ii) increasing costs of domestic food production, leading to high dependence on imports; iii) global food price shocks directly affecting domestic food prices; iv) decreasing purchasing power; and v) effects of political turmoil (including the displacement of farmers during the 2007 Kenyan election), leading to greater burdens on the national food production systems and processes.
44. According to USAID (2017), it was estimated that approximately 35% of Kenyans displayed stunted growth in 2008, but fell to 26% by 2014, most probably due to increase in exclusive breastfeeding patterns of mothers by an average of 10% annually (SUN, 2018). Stunting is most prevalent among children aged 18-23 months, which indicates the existence of poor nutrition, hygiene and sanitation practices among the communities. It has been estimated that the highest cases of stunting are recorded in the Rift Valley, Eastern and Coastal regions in Kenya. Acute malnutrition (wasting) is high among children under 5 years (4%), most of it recorded in the North Eastern Region (approximately 14%: USAID, 2017). Available information indicate that improper nutrition in early motherhood is the most significant contributor to malnutrition in children.
45. Multiple factors contribute to the high malnutrition rates and diseases prevalent in Kenya according to the National Nutrition Action Plan (2012-2017), that include: i) Human resources gap of nutritionists and dieticians within public health facilities at community level remains critically low (the Kenya Nutrition and Dieticians Institute estimates 1 290 nutritionists, with only 600 of them servicing public health facilities, which translates to approximately 1 nutritionist for every 31 000 citizens - Ministry of Public Health and Sanitation, 2012); ii) the National Nutrition Action Plan (2012-2017) also notes that despite the prevalence of multiple stakeholders promoting nutrition in varying sectors (e.g.: agriculture, health, WASH etc.), lack of inter-sectoral coordination mechanisms reduces the overall impact and sustainability of nutrition outcomes; and, iii) the short-term nature of nutrition development ventures, which predominantly tend to target emergency situations, lacks a holistic approach and limits their scope for impact; iv) lack of effective data monitoring, collating and reporting mechanisms on nutrition in the public sector has led to unreliable nutrition data (although these systems are gradually being improved in urban settings, nutrition surveillance continues to lag behind in rural settings, leaving out vital information about nutritional issues in rural populace); v) socio cultural attitudes towards nutrition: gathering of nutritional data and promotion of improved nutritional practices remains a challenge in indigenous communities, in particular, the lifestyles of semi-nomadic and nomadic pastoralists who heavily rely on their livestock for sustenance and tend to be high vulnerable to nutrition deficiency; vi) rapid urbanization: large migrants to urban areas have caused scarcity of cultivatable land in urban areas, increasing price of goods, and lower-income households (especially slum areas), and therefore they face challenges accessing nutritional foods; and vii) overuse of harmful chemicals such as pesticides and fertilizer in agriculture, has the potential to pose nutritional and health hazards



to consumers. Therefore, it is vital that focus is drawn upon ensuring food safety of nutrition commodities.

46. Due to the cross-cutting nature of nutrition, a high degree of co-ordination is required at national level to effectively allocate and utilize resources to achieve sustainable nutrition outcomes. Therefore, a high degree of inter-sectoral collaboration is required in the design and development of nutrition programmes. Nevertheless, Kenya is showing positive progress towards improved nutrition, as demonstrated through achievement of crucial indicators of the global Scaling Up Nutrition (SUN) movement, including: i) recognition of the right to food and nutrition in the national constitution; ii) the achievement of iodised salt consumption in 90% or more households (SUN, 2017); iii) regulation of breastfeeding substitutes; iv) provision of 14 days paternity leave for fathers; v) increased awareness of populace on improved nutrition habits through media; and vi) undertaking voluntary national reviews of country-level progress on achievement of SDG targets on food security and nutrition. These achievements are attributed to the increasing efforts of the national government and key stakeholders to collaboratively improve nutrition levels of Kenyan populace.
47. The Nutrition in Agriculture Unit of the State Department of Agriculture leads in the development of national policies and strategies aimed at integration of nutrition into agricultural value chains. The Unit priorities: i) promoting diversification of production (i.e.: crops, fisheries, livestock); ii) promoting diversification of diets through nutrition education; iii) promoting effective and efficient food preservation and processing techniques; and iv) addressing cross-cutting issues such as gender by integrating policies aimed at improving access of vulnerable and marginalised groups to improved nutrition (e.g.: through the introduction of gender-friendly technologies, which are easy to manage for both women and men, and improving access to affordable and healthy diets for pregnant and lactating women).

### Policy, Regulatory and Institutional Frameworks

48. The GoK has put in place several policies, legislations and institutional frameworks to regulate and address issues in the various thematic areas mentioned above. Table 1 shows the list of policies, legislations, guidelines and institutions under each thematic area.

Thematic Area	Policies/Legislations/Guidelines/Strategies/ Action Plans	Key Institutions
Gender	Kenya National Policy on Gender and Development, 2000; National Plan of Action for the Elimination of Female Genital Mutilation in Kenya (1999-2019); Sexual Violence: Setting the Research Agenda for Kenya (2009); National Guidelines on Management of Sexual Violence in Kenya, 2 <sup>nd</sup> Edition (2009)	National Gender and Equality Commission (NGEC), Women Enterprise Fund, Ministry of Labour, Social Security and Services, Ministry of Public Service, Gender and Youth Affairs, National Council for People with Disabilities, National Council for Children Services
Youth	Kenya Youth Policy (2006); Kenya Youth Agribusiness Strategy (2017-2021); Kenya Youth Development Policy (2018)	Youth Enterprise Development Fund in Kenya, Ministry of Labour, Social Security and Services, Ministry of Public Service, Gender and Youth Affairs
Nutrition	National Comprehensive School Health policy (2007); National Food and Nutrition Security Policy (2011); National School Health Strategy Implementation Plan (2011), National Nutrition Action Plan (2012); The Breast Milk Substitutes (Regulation and Control) Act Number 34 (2012); Kenya National Strategy for the Prevention and Control of Non-Communicable Diseases (2015-2020)	Ministry of Health, Ministry of Education, Ministry of Agriculture, Livestock and Fisheries
Climate Change	Climate Change Act, 2016; The National Climate Change Response Strategy, 2010; Kenya Nationally Determined Contributions, 2015; Meteorology Policy, 2019; National Policy on Climate Finance, 2016; Climate Finance Bill, 2018; Green bonds Guidelines, 2019; National Climate Change Action Plan (NCCAP) 2018-2022; National Adaptation Plan (NAP 2015- 2030); Kenya Climate Smart Agriculture Strategy (2017-2026); Climate Risk Management Framework (2017); National Climate Change Policy (2018); National Climate Finance policy (2018);	Ministry of Environment and Forestry, Ministry of Water and Irrigation, Ministry of Agriculture, Kenya Meteorological Department. Water Resources Management Authority, National Disaster Management Authority

	and Kenya Climate Smart Agriculture Implementation Framework (2018-2027)	
<b>Environment and Natural Resources Management</b>	The Environmental Management and Coordination Act 1999 and the amendment Act 2015; Wildlife Conservation and Management Act 2013; Forest Conservation and Management Act, 2016, Natural Resources Act, 2016; Water Act 2016, National Solid Waste Management Strategy, 2015; Forest Conservation and Management Act, 2016; Fisheries Act 2016; Natural Resources (Benefit Sharing) Bill, 2018; Environmental Management and Coordination (Water Quality) Regulations (2006); Environmental Management and Coordination (Wetlands, River Banks, Lake Shores and Sea Shore Management) Regulations (2009); Irrigation Policy (2011); Water Act (CAP 372) No. 8 (2002) (Revised 2012, 2016); Land Act (2012); National Environment Policy, 2013	Ministry of Environment and Forestry, National Environment Management Authority, Kenya Forest Service, Ministry of Water and Irrigation, Water Resources Management Authority, National Environment Trust Fund, Kenya Water Towers Agency, Kenya Wildlife Services,
<b>Indigenous Peoples</b>	Kenya Constitution, 2010, Bill of Rights; Kenya Community Land Act (2016); Kenya Agricultural and Livestock Research Act (2013); National Cohesion and Integration Act (2008)	Ministry of Sports, Culture and Arts

### Key National Policies on Thematic Areas

49. **Gender.** The Kenya National Policy on Gender and Development (2000) foresees a society where women, children, men and persons with disability enjoy equal rights and a high quality of life. The policy seeks to ensure that women, men, girls and boys participate and benefit equality from development processes. The policy provides a framework and pathways through which gender mainstreaming can be done in all policies and programmes, and also creates institutions to enable this. The policy seeks to create an enabling environment to deal with gender inequalities in all forms and shape across communities and institutions. This is particularly so in the access and control of resources, assets, knowledge, and communication. The Policy identifies specific thematic areas to achieve its gender empowerment and mainstreaming objectives. These are: to identify, map out and prioritize gender issues in the sector Ministries and parastatals; review proposed activities and harmonize with sector realities; build relevant capacities to mainstream gender; identify linkages and networks; coordinate sector implementation of gender strategic activities; produce gender mainstreaming sector reports and profile gender issues in all sectors.
50. **Youth.** The draft Kenya Youth Development Policy (2018) defines a 'youth' as a person aged 18 years but has not reached 35 years. The Policy seeks to scale up youth empowerment programmes and to ensure valuable contributions of the youth to the Country's development. The policy has set out the following priorities: i) alignment of the youth programmes to the Big Four Agenda of the Government (2018-2022), the Kenya Vision 2030 and its Medium Term Plans, the Constitution (2010) and the Sustainable Development Goals (SDGs) (2030); ii) establishment of a National Youth Volunteerism Strategy to allow the youth to give back to society through their competencies and talents; and iii) development of a Kenya Youth Development Index to track and measure the impact derived from all the youth programmes, projects and activities. The thematic areas of the policy are: Youth, Health and Nutrition; Patriotism and Volunteerism; Leadership, Participation and Representation; Skills Development and Employment, and Entrepreneurship Development; Creativity and Talent Development; ICT Development; Agriculture; Environment and Sustainable Development; curbing Drugs and Substance Abuse; Crime, Security and Peace Building; Youth Mainstreaming; and eradicating Radicalization and Violent Extremism".
51. **Environment and Natural Resources Management.** The Environmental Management and Coordination Act, 1999 and the 2015 amendment provides an institutional framework for environmental management in Kenya, and entitles every citizen to a clean and healthy environment. Any person may apply to the Environment and Land Court to seek redress or orders to: "a) prevent, stop or

discontinue any act or omission deleterious to the environment; (b) compel any public officer to take measures to prevent or discontinue any act or omission deleterious to the environment; (c) require that any on-going activity be subjected to an environment audit in accordance with the provisions of this Act; (d) compel the persons responsible for the environmental degradation to restore the degraded environment as far as practicable to its immediate condition prior to the damage; and (e) provide compensation for any victim of pollution and the cost of beneficial uses lost as a result of an act of pollution and other losses that are connected with or incidental to the foregoing". The ACT operates on the following principles: polluter pays; public participation; international cooperation, cultural and social principles; inter and intra-generational equity; and the precautionary principle. The ACT also provides regulations and guidelines for mitigation of environmental risks through the EIA guidelines.

52. **Climate Change.** The Kenya Climate Change Act (2016) provides a regulatory framework for an enhanced response to climate change, provides mechanisms and measures to improve resilience to climate change and promotes low carbon development. The act seeks to mainstream climate resilience in all development plans, and encourages the use of climate proof/clean/green technologies. Furthermore, the National Climate Change Response Strategy involves comprehensive strategies developed to respond to climate variability and climate change. It proposes a programme of activities and actions to adapt, mitigate, and cope with climate change management. The National Climate Change Action Plan (NCCAP) 2018-2022 facilitates mainstreaming of climate action to Kenya's Big Four Agenda in: i) improving the manufacturing sector; ii) improving availability of affordable housing; iii) Providing increased universal health coverage; and iv) improving food security. Moreover, the governmental commitment to mainstreaming climate change adaptation and mitigation has led to all sectoral Medium Term Plans encompassing goals and targets aimed at promoting climate resilience as well as low-carbon emission strategies. Moreover, Counties are required by law to prepare and implement County Integration Development Plans which mainstream climate change adaptation and mitigation actions to sectoral actions and strategies.
53. **Nationally Determined Contribution Analysis for Kenya.** Kenya is a signatory to the UNFCCC and the Paris Agreement, and as such, has committed to climate mitigation and adaptation actions under its NDCs. The NDCs set out an adaptation contribution of mainstreaming adaptation into Medium Term Plans and implementing adaptation actions. The mitigation contribution intends to abate greenhouse gas (GHG) emissions by 30% by 2030 relative to the business as usual scenario of 143 million tons of carbon dioxide equivalent (MtCO<sub>2</sub> e). Kenya's mitigation NDC is based on its 2013-2017 NCCAP, which sets out a low carbon development pathway that supports efforts towards the attainment of Vision 2030. Policies, programs and technologies are expected to be introduced to encourage lower emissions and move Kenya on to a low carbon development pathway. The key mitigation priorities are: renewable energy (geothermal, solar, wind, biogas etc.) and energy efficiency; afforestation and reforestation (10% tree cover); climate smart agriculture; low carbon and efficient transport systems; and sustainable waste management.
54. The adaptation actions are: increasing the resilience of energy systems; development of climate smart technologies; climate proofing infrastructure; increase resilience of informal private sector; mainstream climate change into land reforms; awareness creation, training and education on climate change across all sectors; enhance climate information services; strengthening the adaptive capacity of vulnerable groups and communities through safety nets and insurance; promote climate smart agriculture, fisheries and livestock development; integrate climate resilience into the extractives sector; mainstream climate change into CIDPs; and to enhance climate resilience in the tourism value chain. The NDCs are being

implemented through the various climate related policies, Acts, action plans and strategies and also through the Medium Term Plans and Vision 2030 (GoK, 2015).

55. **Nutrition.** The National Food and Nutrition Security Policy (2011) seeks to ensure that all Kenyans enjoy safe food, in sufficient quantity and quality, to satisfy their nutritional needs for optimal health, at all times and throughout their life cycle. The broad objectives of the policy are: "to achieve good nutrition for optimum health of all Kenyans; to increase the quantity and quality of food available, accessible and affordable to all Kenyans at all times; and to protect vulnerable populations using innovative and cost-effective safety nets linked to long-term development. The Policy seeks to address associated issues of chronic, poverty-based food insecurity and malnutrition, as well as the perpetuity of acute food insecurity and malnutrition associated with frequent and recurring emergencies, and the critical linkages thereof". This includes: food availability and access; food safety, standards and quality control; nutrition improvement; school nutrition and nutrition awareness; food security and nutrition information; early warning and emergency management; institutional and legal framework and financing; and policy implementation and monitoring.
56. **Indigenous Peoples.** Kenya has no specific law on Indigenous Peoples but has ratified the: i) International Convention on the Elimination of All Forms of Racial Discrimination (ICERD); ii) the Convention on the Elimination of Discrimination against Women (CEDAW); and iii) the Convention on the Rights of the Child (CRC). Within the Kenya Constitution's Bill of Rights, Kenya guarantees the protection of minorities and marginalized communities/groups. The Constitution obliges the State to ensure adequate representation of marginalized and Indigenous peoples in all levels of government, and to promote the freedom to exercise culture and indigenous languages. To date, Kenya is yet to ratify the ILO convention on Indigenous and tribal peoples (SWEEDO,2018).

#### **IFAD's Internal Policies on Thematic Areas**

57. IFAD is also guided by its internal policies with regards to the discussed thematic areas, which are in line with international best practices, and which will also inform the implementation of this COSOP. These policies include: Social Environment and Climate Assessment Procedures (SECAP), 2017; Climate Change Policy; Climate Change Strategy; Gender Equality and Women Empowerment Policy; Policy on Engagement with Indigenous Peoples; Policy on Land and Tenure Security; Targeting Policy; and the Environment and Natural Resource Management Policy.

#### **Lessons learned from the previous COSOP (2013-2018)**

58. Relevant lessons learnt through the CSPE evaluation follow (direct excerpts from CSPE Recommendations (2018):
- **Build on IFAD's comparative advantage and retain focus on selected themes and geographic areas.** There is still "unfinished business" in the areas where IFAD has successfully worked in the past. IFAD's programme should continue its focus on NRM and climate change, value chains and rural finance. It should concentrate on consolidating its achievements (e.g. by strengthening market access), identify and strengthen linkages (e.g. between rural finance and value chains), and deepen inclusive outreach (e.g. to youth). Geographic stretch should be reduced through greater focus on selected Counties in semi-arid areas. IFAD should build on places where it has established good relations and the CIDPs can integrate IFAD activities. To ensure stringency in its selectivity, IFAD should dialogue with the Government on aligning its requests with IFAD's comparative advantage in Kenya.
  - **IFAD has achieved most success in the area of NRM; value chains and rural finance have also performed well.** Working with group-based

approaches to NRM has been successful and sustainable because of the favourable legal and institutional framework in Kenya. IFAD has thus been able to leverage its comparative advantage in community development. IFAD has been successful with relatively mature and better integrated value chains such as dairy, while in newer and less integrated value chains such as horticulture, it has been unable to achieve its stated objectives within limited project time frames. Progress has been made with raising the productivity of dairy, horticulture and cereal producers, but linkages with the processing and marketing aspects of the value chain have not yet been fully realized. Within rural finance, IFAD has stimulated immense interest in its efforts to: advocate for Kenya's banks and MFIs to lend to smallholder producers; and prepare poor farmers to access credit through financial graduation. There is good potential to expand these activities while monitoring their benefits more carefully. However, expected synergies between rural finance and value chain projects have yet to be fully realized.

- **Targeting of the poor has been successful in NRM and value chain projects, as well as the financial graduation component of the rural finance project.** Targeting in terms of gender was strong, with an increasingly transformative approach. However, youth were targeted less effectively: IFAD could have done more to focus on youth given that the national youth unemployment rate is double that of adults. The move toward arid and semi-arid lands, recommended by the last CPE, has been limited to semi-arid areas so far. Given that IFAD focuses on value chains and has not yet been able to reach out to pastoralists, targeting in arid areas may be difficult to realize within the COSOP objective of market access. The newest intervention, the Aquaculture Business Development Programme, does have a clear focus on arid and semi-arid lands.

## Strategic recommendations, actions and targeting

59. The strategic actions and recommendations presented in Table 2 below are based on the Kenya Government Priorities as indicated in its policies, Legislations, Action Plans and Programmes; challenges currently faced under each thematic area; IFAD's internal policies and strategies on thematic areas; and are also informed by the IFAD IOE report on Kenya, and the Kenya Country COSOP stakeholders meeting held in May 2019.

Thematic Area	Key Priorities	Key Proposed Actions
<b>Environment and Natural Resources Management</b>		
Sustainable Environment and Natural Resources Management	Promote the adoption, transfer and scaling up of Sustainable Land and Water Management practices and technologies	Watershed/catchment conservation and management, afforestation and agroforestry, rehabilitation of public forests, school greening programmes, forest fire management through training and equipment provision, SLM practices to limit soil erosion and sedimentation of water bodies, soil and water conservation, integrated soil fertility management, rainwater harvesting and storage, runoff harvesting (runoff farming), tools and equipment for SLM implementation, energy saving interventions, integrated rangeland management programmes, drainage of waterlogging areas, flood management and control, climate change adaptation, mitigation and resilience, storm water management, water conservation and green infrastructure in urban and peri-urban areas, pollution control, alternative livelihoods, best practices for management of invasive species, and, development of quarrying and sand harvesting guidelines at County levels, control noise and dust pollution e.g. at quarries and sand harvesting sites, promoting earth observation based technologies for SLM such as GIS, remote sensing and the Land Degradation Surveillance Framework (LDSF), wildlife control fences to limit human wildlife conflicts and community awareness creation and capacity building on wildlife conservation
	Capacity building to strengthen technical support and services towards SLM	Training, capacity building and provision of extension services in SLM. The target groups are: farmers; farmer groups and organisations; service providers; extension officers; equipment and input suppliers; government staff and project staff etc.
	Strengthening SLM knowledge management, M&E and information dissemination	Documenting successful SLM technologies and approaches; establishing the Kenya SLM Information System (KSLM-IS); development and operationalization of a results-based monitoring and evaluation (M&E) framework; dissemination of SLM knowledge to users; development and implementation of an information management and communication strategy; and programme management
	Supporting SLM related policy dialogues and engagement	This will include: establishing an inter-sectoral coordination mechanism for SLM, review and support the improvement of policy environment for SLM, developing a national policy on SLM, review and support the improvement of the legal and regulatory frameworks impacting on SLM, and identify mechanisms to upscale investments for SLM
Climate Change	Promoting climate mitigation measures	Promotion of renewable energy use (biogas, solar, improved cook stoves etc.), promotion of afforestation, reforestation, and agroforestry, integrate climate mitigation into CIDPs, capacity building in carbon accounting and GHGs monitoring, efficient livestock production systems
	Mobilising climate financing	Submission of bankable proposals to the GCF, GEF and Adaptation Fund
	Promoting climate adaptation measures	Promoting climate smart agriculture practices (e.g. conservation agriculture, drought tolerant crop varieties, stress and disease tolerant livestock varieties, hay and silage making, soil and water conservation, agroforestry etc.), strengthening climate information systems, climate proofing rural infrastructure, crop and livestock insurance, good agricultural practices, water

<b>Thematic Area</b>	<b>Key Priorities</b>	<b>Key Proposed Actions</b>
		harvesting, capacity building, small scale irrigation, climate smart aquaculture
Disaster risk management	Strengthening early warning systems	Building early warning systems to offer advisories on drought, floods, pest and disease outbreaks, integration of early warning systems into CIDPs
Youth	Enhance engagement of youth in agriculture, income generation and employment opportunities through agribusiness and service provision	Development of technical and tactical agribusiness skills, knowledge and information in agribusiness, increase access to financial services, creating opportunities for youth to own or access land, promotion of digital and mobile technologies in agriculture, increase access to enhanced inputs, increase access to targeted extension services, enhance capacity to undertake value addition, market linkages for youth agribusinesses, learning and knowledge sharing platforms, improve youth focused data collection, analysis and reporting, development of youth empowerment strategies at project level
Gender, vulnerable groups	Empower women, men, girls and boys, and vulnerable groups to engage meaningfully and gainfully in agriculture including in decision making processes	Application of household methodologies to identify and resolve gender disparities, application of the WEAI tool to monitor gender outcomes, training and capacity building of all stakeholder in gender and empowerment, facilitate dialogues on women land rights, improving women's access to and control of resources and assets, enhance access to climate finance for women and vulnerable groups, training women and vulnerable groups in improved production methods, promotion of technologies that reduce women's work loads, improve access to markets for women and vulnerable groups, increase opportunities for value addition, enhance participation in knowledge and information sharing platforms, improve gender disaggregated data collection, analysis and reporting, development of gender empowerment strategies at project level and training project staff on gender
Nutrition	Improved nutrition for all	Promote interventions to improve nutrition especially among women, children, elderly and vulnerable groups - improve the availability of nutrition data, as well as robust nutrition monitoring and evaluation systems, Improve awareness on the importance of consuming a balanced diet through nutrition education on consumption of healthy foods, promote food safety, standards and quality control, enhance school nutrition and nutrition awareness, provide food security and nutrition information to consumers, participate in institutional and policy dialogues, collect, analyses and report nutrition disaggregated data, monitor nutrition outcomes, enhance knowledge management and learning on nutrition
Indigenous peoples	Engagement and promotion of the rights and cultures of Indigenous Peoples	Have a do no harm approach in all interventions affecting indigenous peoples. Continue discussions with representations of indigenous people and their youth groups to explore opportunities of indigenous people participating in the activities of IFAD-financed loan investment.

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## Agreement at completion point



Investing in rural people  
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الاستثمار في السكان الريفيين

### Country Strategy and Programme Evaluation (CSPE) - Kenya

#### Agreement at Completion Point

##### Introduction

1. In line with the International Fund for Agricultural Development (IFAD) Evaluation Policy and as approved by the 116th Session of the IFAD Executive Board, the Independent Office of Evaluation (IOE) undertook a country strategy and programme evaluation (CSPE) in Kenya. This is the second country programme evaluation (CPE) conducted by IOE in Kenya; the first CPE was finalised in 2011.
2. The main purpose of this evaluation is to assess the results and performance of the country strategic opportunity programmes (COSOPs) since 2011 and to generate findings, conclusions and recommendations for the upcoming COSOP to be prepared in 2019.
3. The scope of this CSPE covers the IFAD-supported activities conducted since 2011, when the current COSOP was presented to the Executive Board. The CSPE covers the lending and non-lending activities (knowledge management, partnership-building, and country-level policy engagement), including grants, as well as country programme and COSOP management processes.
4. The main mission took place from 4 to 25 June 2018. Field visits were undertaken by three teams to five counties (Nakuru, Kisii, Nyamira, Embu and Kitui). Focus group discussions were held on three thematic areas: value chains, natural resource management and youth in agriculture.
5. The CSPE concluded with a National Workshop on 5 December in Nairobi, where findings, conclusions and recommendations were discussed with a larger group of stakeholders, including Government representatives, implementing partners, civil society organisations and international development partners.
6. The Agreement at Completion Point (ACP) reflects commitment of the Government of Kenya and IFAD Management of the main CSPE to adopt and implement the CSPE recommendations within specific timeframes. The implementation of the agreed actions will be tracked through the Presidents Report of the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA), which is presented to the IFAD Executive Board on an annual basis by the Fund's Management.
7. The ACP is signed by the Government of Kenya (represented by the Cabinet Secretary of the National Treasury and Planning) and IFAD Management (represented by the Associate Vice President of the Programme Management Department). The signed ACP will be submitted to the Executive Board of IFAD as an annex to the new COSOP for Kenya.

## Recommendations

8. **Recommendation 1. Consistent with the importance and size of the Kenya portfolio, commit sufficient effort and resources to non-lending activities.** In line with the recommendations from the last CPE, this CSPE highlights the need for engagement beyond lending, recognising the significance of Kenya as a hub for international development partners and the size of IFAD's investment in the country. The next COSOP should define specific areas for policy engagement together with an actionable strategy and dedicated (financial and human) resources. This means that additional staff with relevant technical skills will need to be added to the IFAD Country Office. Areas for policy engagement need to build on IFAD's comparative advantage in the rural sector and its long-standing experiences on the ground. It is expected that policy engagement will also benefit from the expertise available within the new Eastern Africa and Indian Ocean Hub of IFAD, based in Nairobi. Greater investment from loans and grants is needed to take stock of experiences and analysis of successful models that can effectively inform the lending operations. In addition, mechanisms for cross-learning between projects and non-lending activities should be adopted as part of the annual portfolio review. More active contribution to and use of knowledge sharing platforms (within IFAD and with other development partners) should be pursued, and IFAD should work to better integrate its M&E systems with national systems (NIMES, CIMES) as well with close partners such as FAO.
9. **Recommendation 2. Build on IFAD's comparative advantage and retain focus on selected themes and geographic areas.** There is still "unfinished business" in the areas where IFAD has successfully worked in the past. IFAD's portfolio should continue its focus on NRM, value chains and rural finance. It should concentrate on consolidating its achievements (e.g. by strengthening market access), identify and strengthen linkages (e.g. between rural finance and value chains), and deepen inclusive outreach (e.g. to youth). Geographic stretch should be reduced through greater focus on selected counties in semi-arid areas. IFAD should build on places where it has established good relations and the County Integrated Development Plans can integrate IFAD activities. To ensure stringency in its selectivity, IFAD should dialogue with the Government on aligning its requests with IFAD's comparative advantage in Kenya.
10. **Recommendation 3. Address recurrent design and institutional issues undermining programme efficiency within the context of the ongoing devolution process.** Lessons from overambitious and overly complex project designs have yet to be learned. Designs need to be realistic and implementable, supported by sound technical and institutional analysis. Given the complexity of the portfolio and the limited resources of IFAD's country office, inefficiencies in project management should be addressed by more realistic timeframes and better sequencing of activities. This would allow sufficient time to establish partnerships, recruit staff and conduct baselines. From IFAD's side, it should aim to reduce loan disbursement delays; from the Government's side, it should recruit project staff and set up Authority to Incur Expenditures in a more timely manner. Fiduciary controls should be retained in small but capable Project Management Units while at the same time seeking greater integration with devolved government planning, financial procurement and M&E systems. Greater ownership at county level is desirable and could be fostered through participation right from project design and start-up (e.g. inclusive project launches). IFAD-supported projects should make sure that they are included in the County Integrated Development Plans and that county government budgets assume an appropriate level of co-financing. IFAD and the Government should assess economic return and value for money more rigorously particularly for value chain projects.

11. **Recommendation 4. In line with the Government's strategic planning, create space and opportunities for engaging the private sector.** The success of the value chain and rural finance projects will depend to a large extent on the involvement of private sector players. Within the Government's strategy (Big Four) the private sector is expected to contribute significant financing to drive the rural economy. In the value chain projects, the role of the private sector could be enhanced through improved supply of inputs, credit and market-related infrastructure (e.g. warehouses). IFAD will need to play a stronger brokering role between farmer groups and private sector partners. The public-private-producer partnerships will require strategies to identify and mitigate the risks and transaction costs for all stakeholders.
  
12. Refer to **Annex 1: Detailed Action Matrix** for agreed actions, responsible partners and timeline.

**Signed by:**

Cabinet Secretary  
National Treasury and Planning  
Government of Kenya, Nairobi

Signature: \_\_\_\_\_

Associate Vice President  
Programme Management Department  
IFAD, Rome

Signature: \_\_\_\_\_

Annex 1: Detailed Action Matrix

Recommendations	Agreed Actions	Responsibility	Timeframe	Status
1. Consistent with the importance and size of the Kenya portfolio, commit sufficient effort and resources to non-lending activities.	Design COSOP that defines specific areas for policy engagement together with an actionable strategy and dedicated resources	IFAD and GOK	30 June 2019	COSOP Design to commence March 2019
	Deploy additional staff with relevant technical skills at the IFAD Country Office to support on non-lending activities	IFAD	Continuous	This has been partially achieved. With the decentralization model, additional technical staff have been deployed at the Kenyan Hub. Policy engagement to benefit from the expertise available within the new Eastern Africa and Indian Ocean Hub of IFAD in Nairobi. Already a hub plan has been developed
	Pursue more active contribution to and use of knowledge sharing platforms (within IFAD and other development partners)	IFAD	Continuous	IFAD already member of Agriculture Rural Development Donor Group
	Develop mechanisms for cross-learning between projects and non-lending activities as part of the annual portfolio review	IFAD/GOK/Line Ministries/PMUs/Project Thematic Groups	Continuous	IFAD-funded projects have already established various thematic groups that meet regularly
	Integrate M&E systems for IFAD-funded projects with national and county systems (NIMES and CIMES) as well as with close partners such as FAO	IFAD/PMUs/Director M&E State Department of Planning	31 August 2019	IFAD M&E thematic working group already head a session in Sep 2018 with representative from COG to discuss modalities of how to integrate project M& E into CIMES. At the national level discussions have been held



Recommendations	Agreed Actions	Responsibility	Timeframe	Status
				with the Director M&E State Department of Planning.
2. Build on IFAD's comparative advantage and retain focus on selected themes and geographic areas.	Continue focusing IFAD's portfolio on Natural Resources Management, value chains and rural finance.	GOK/IFAD	Continuous	This will be reviewed during the design of new RB-COSOP. In principle, new RB-COSOP will be aligned to Government priority areas.
	Reduce geographic stretch through greater focus on selected counties in semi-arid areas.	GOK/IFAD	Continuous	
	To ensure stringency in selectivity dialogue on aligning the funding requests with IFAD's comparative advantage in Kenya	GOK/IFAD	Continuous	
3. Address recurrent design and institutional issues undermining programme efficiency within the context of the	Set realistic time-frames and better sequencing of activities to improve project management as follows:			
	<ul style="list-style-type: none"> <li>Fast-track implementation of Start-up activities to deduce time taken from entry into force to start of project implementation</li> </ul>	Lead and Line Ministries / IFAD / National Treasury	Continuous	
	<ul style="list-style-type: none"> <li>Roll out of the IFAD Client Portal</li> </ul>	National Treasury	30 March 2019	
	<ul style="list-style-type: none"> <li>Regularly hold portfolio project management meetings to discuss implementation progress and address challenges</li> </ul>	National Treasury / Desk Officers / PMUs / IFAD	Continuous	
	Design realistic and implementable projects supported by sound technical and institutions analysis	IFAD/GOK	30 September 2019 and	

Recommendations	Agreed Actions	Responsibility	Timeframe	Status
ongoing devolution process			continuously thereafter	
	Provide Authority to Incur Expenditures (AIEs) in a timely manner	Accountant General National Treasury and CFOs of Line Ministries	Continuous	Government has improved on delivery of AIEs and facilitation of cash replenishments
	Retain fiduciary controls in small but capable PMUs	National Treasury and Line Ministries	Continuous	
	Foster greater ownership at the county level through participation right from project design and start-ups: <ul style="list-style-type: none"> <li>Involve staff at the county as well as council of Governors in designs and start-ups</li> <li>Cluster counties for launching programmes transcending more than one county</li> <li>Establish Project Facilitation Teams at County level</li> </ul>	National Treasury / Line Ministries / IFAD  Line Ministries  Line Ministries/PMUs	Continuous  Continuous  Continuous	Already done for SDCP and UTaNRMP
	Assess Economic Rate of Return and Value for Money by: <ul style="list-style-type: none"> <li>Conduct rigorous Baseline, Mid-term Review and End Term Evaluation</li> <li>Assess physical achievement (targets) vs Expenditure to</li> </ul>	IFAD/Line Ministries and PMUs  IFAD/Line Ministries and PMUs	Continuous  Continuous	Economic rate of t=return and Value for Money are currently being assessed during supervision mission but PMUs to improve data quality for better assessment



Recommendations	Agreed Actions	Responsibility	Timeframe	Status
4. In line with the Government's strategic planning, create space and opportunities for engaging the private sector	Involve private sector partners such as Kenya Private Sector Alliance (KEPSA) and Kenya Bankers Association during design	IFAD/GOK	Continuous	Involve private sector at design stage such as KEPSA, Bankers Association, PPP Unit
	Support Public-Private-Producer-Partnerships (PPPPs) to develop strategies for identification and mitigation of risks and transaction costs for all stakeholders	PMUs	Continuous	

## **COSOP preparation process**

1. The COSOP preparation process was led by the IFAD Country Programme Team. The team consulted closely with relevant national ministries, County Government officials, and partners such as the FAO, UNDP and AGRA during the early stages of COSOP development. The COSOP development process benefited greatly from the recent IFAD Independent Office of Evaluation's Country Strategy and Programme Evaluation that was completed at the end of 2018 as well as the recently completed COSOP Completion Review. Both documents provided a sound basis for organizing focus areas for the consultation workshop.
2. A one day COSOP consultation workshop was held on May 14, 2019 at the UN campus in Nairobi that assembled some 40 participants including representatives from: the National Treasury, the Ministry of Agriculture and Fisheries, County Executives, The African Development Bank, FAO, World Food Programme, AGRA, farmers and farmers' organizations, NGOs and coordinators from all IFAD-funded projects and grants.
3. After introductory remarks by the IFAD Country Director, the President of AGRA and the Director General of ICRAF, an overview of the current portfolio and a review of achievements and challenges registered under the 2013-2018 COSOP was presented.
4. The remainder of the day was devoted to discussing a series of questions related to issues raised in the Country Strategy and Programme Evaluation. The discussions centered around five key themes: Priority areas for IFAD in the Arid and Semi-Arid Lands; Assisting National and County Governments in the devolution process through capacity building, Critical areas for IFAD's Country-Level Policy Engagement, Improving the effectiveness of capacity building initiatives, and developing stronger relations with private sector actors.
5. Participants formed five groups, each dealing with one key theme. Discussions continued throughout the morning. In the afternoon, each group presented its findings and recommendations to the plenary. Lively and constructive discussions ensued.
6. Key conclusions and recommendations of the participants included:
  - The need to exploit significant and often overlooked opportunities in the ASALs (livestock insurance, alternative livelihoods and diversification, beekeeping);
  - Promotion of innovative financing tools such as the ABC fund;
  - Increasing the participation of farmers' organizations in the policy development process;
  - Providing assistance to county governments to draft laws and regulations and benefit from training opportunities;
  - Improve knowledge management and lesson sharing;
  - Privilege mentoring and peer to peer learning in capacity building activities;
7. A summary report of the workshop proceedings is found below.



## **KENYA COUNTRY STRATEGIC OPPORTUNITIES PROGRAMME (COSOP)**

### **STAKEHOLDER CONSULTATION WORKSHOP**

### **SUMMARY REPORT**

**14<sup>TH</sup> MAY 2019**

**NAIROBI, KENYA**

## **A. Introduction**

### **I. Overview of IFAD in Kenya**

- Commencing in 1979, IFAD has invested USD376 million via 20 projects
- Since 2013, there has been a shift from focus on Community Development Projects to Value Chain Projects (horticulture, dairy, cereals, aquaculture)
- Strategic Objectives in 2013 COSOP:
  - ✓ NRM: Gender responsive, climate resilient and sustainable community-based NRM;
  - ✓ Production: Access to productivity-enhancing assets, technologies and services;
  - ✓ Processing and Marketing: Access to post-production technologies and markets

### **II. Rationale for hosting the Workshop**

- To shape the direction of IFAD Kenya's 2019-2024 Country Strategic Programme COSOP)
- To help improve the effectiveness of current and future investments and non-lending activities of IFAD
- To ensure alignment of IFAD's activities with Government of Kenya policies and priorities, to achieve sustainable agricultural development

### **III. What is a Kenya 2019-2024 Country Strategic Opportunities Programme (COSOP)?**

- A framework for IFAD's (2019-2024) engagement in Kenya
- A statement of strategic objectives and expected results based on:
  - ✓ Kenya's goals and visions
  - ✓ IFAD's mandate and comparative advantage
  - ✓ The UNDAF
  - ✓ An assessment of livelihoods and opportunities of poor rural people
  - ✓ Lessons learned from programmes and projects
- An articulation of strategies for:
  - ✓ Targeting: Who? Where? How?
  - ✓ Policy Engagement with the Government of Kenya (priorities/approach)
  - ✓ Capacity Building
  - ✓ Knowledge Management
  - ✓ South-South Triangular Cooperation (SSTC)
  - ✓ Promotion of Innovations and Scaling Up
  - ✓ Partnership Development
  - ✓ Citizen Engagement and Transparency
  - ✓ Monitoring and Evaluation (M&E)

### **IV. Ongoing IFAD project in Kenya:**

- PROFIT: Rural Finance. National in scope. Implemented by National Treasury; (2010-2019)
- SDCP: Dairy Value Chain Development. State Dept. of Livestock (2005-2019)
- KCEP-CRAL: Cereal Value Chain Development. Partnership with WFP and FAO. Implemented by State Dept. of Crops. (2015-2022)
- UTaNRMP: NRM. Implemented by the State Department of Water. (2012-2022)
- ABDP: Aquaculture value chain development. (2018-2024). Implemented by State Department. of Fisheries, Aquaculture and the Blue Economy

## B. Summary of key discussions

The IFAD- Kenya COSOP Consultation Workshop engaged participants from the National Government (National Treasury and Planning and the Ministry of Agriculture), County Executive Committee (CEC) members for Agriculture, Bilateral and Multilateral Development Financiers, Private Sector, IFAD Project Management Unit Coordinators, Farmers, and Representatives of Farmers' Organizations. Multiple topics relevant to the rural agricultural sector of Kenya were discussed along the key thematic areas of: (a) agricultural development in ASALs; (b) effective IFAD Project Design, Planning and Implementation; (c) policy engagement; (d) capacity building of Implementing Agencies and Farmers; and (e) private sector engagement.

## V. What is working well and may be scaled up?

- **ASALs:**
  - Development of fodder /Hay banks and feedlots; Livestock insurance; Livestock off-take; Pastoral/farmer field school; Animal Disease surveillance and management; Alternative livelihoods/Diversification
- **Private sector:**
  - IFAD: fostering a conducive business environment by facilitating structured value chains; innovative financing tools (e.g.: ABC Fund)
- **Policy engagement:**
  - Due to experiences and expertise in agricultural development, IFAD is able to champion multiple discussions, particularly in: impacts of climate change on agribusiness development, land tenure, youth engagement in agribusiness, input subsidies, food quality and safety
- **Planning and Implementation**
  - Targeting (i.e.: rural poor, specific value chains)
  - Financial instruments used by IFAD (e.g.: highly concessional loans, grants)
- **Capacity building**
  - **Inter-linked strengths:** there are strong inter-linked:
    - ✓ **IFAD's strength:** institutional memory (40 years) and resources to build capacity
    - ✓ **County Government's strength:** sustainable skills at County level (government and beneficiaries) that are able to build capacity of national systems, processes and beneficiaries
- **Demonstrations:** rather than learning in lecture/seminar format environments, practical demonstrations have been proved effective for both implementing agencies (Government and PMUs), as well as for Farmers.

## VI. What areas can be further improved? How can IFAD help?

- **Policy engagement:**
  - IFAD to engage in policy and legislative development and implementation in the rural agricultural sector (e.g.: improved irrigation, climate change, land tenure, youth engagement in agribusiness, cottage and rural manufacturing, commodity marketing, agricultural finance, input subsidies, food quality and safety-*recommended increasing focus on consumer*)
  - Increased attention to data privacy (in the drive for increased use of IT and related technologies, it is imperative to ensure that data shared is kept confidential.

- Improve the capacity of existing small-holder groups to engage with County-led policy making processes (e.g.: governance within Beach Management Units)
  - Develop linkages between policy and grass-roots implementation (particularly, where outdated policy conflicts may hinder development)
  - Supporting county-level policy and legislative skills development capacity (e.g.: drafters of legislature; and Technical Officers in policy and legislative formulation, domestication and review)
  - Promoting data-driven (evidence-based) policy development
  - Facilitate farmer/farmer group involvement in National/County policy formulation and validation fora.
- **Designing, planning and implementation of IFAD projects:**
    - Strengthen KM capacity and open sharing of knowledge (currently M&E and KM are merged)
    - Need to be open to sharing lessons on what did not work well
    - Few and relevant strategic partners to be clearly identified and communicated for programme coordination in both Design and Implementation and Improved engagement of Counties
    - Projects need to have clear tangible deliverables
    - IFAD processes such as: procurement and sanctions to be clearly defined and implemented
    - Implementation teams to be ready prior to the finalization of PDR
    - Components of PDR may be modified based on data- driven evidence, in line with PIM)
    - Year-by-year preparatory activities (incl. possible grants) and Exit Strategy to be made clear: to improve transparency and accountability
    - Value for money: need to be borne in mind (how much money reaches our beneficiaries?)
- **Private sector:**
    - Develop clear Framework for engagement of private sector in sectoral development action plans
    - Encourage blended financing
    - Improved data management (KM) in order to make the agricultural sector more credible and investable to private sector, by:
      - ✓ Developing knowledge platforms (to continuously engage in SWOT analyses to identify opportunities)
      - ✓ Develop cohesive data management system to link farmers and private sector partners
      - ✓ Continuous capacity building of all stakeholders (including farmers and extension officers) to ensure up-to-date information
    - Engage private sector in development of and financing of innovative technological solutions for:
      - ✓ Data capturing and collating
      - ✓ Production inputs (competitive inputs)
      - ✓ Developing organized marketing systems (e.g.: through cooperatives and SACCOs)

- Encourage development of incubation tanks/ accelerators (expand on TFCs) and one-stop-shops (e.g.: production, marketing, weather)
- Encourage development of affordable risk mitigation instruments (e.g.: agricultural risk insurance)
- Review and amend policies and regulations dis-incentivizing private sector investments in agribusinesses (e.g.: streamlining of licensing etc.)
- **Capacity building:**
  - Needs assessment: essential to identify gaps and ensure need for and type of training required
  - Targeting: ensure right target groups (including beneficiaries and youth are developed), and engaging Counties (implementers)
  - Service providers: ensure relevant and capable service providers; streamlining of training to align with Government systems and processes
  - Alignment:
    - ✓ Align capacity building strategy with devolved systems of government
    - ✓ Alignment of M&E systems and processes between County and National Government (through framework/ policy streamlining)
  - Retention of trainees: through rules/regulations, as well as incentives
  - Provision of hardware to implement training received
  - Private sector engagement in capacity building (from strategy to project design and implementation)
  - Develop extension methodology (e.g.: increase number of extension workers/improve capacity of projects, e.g. Extension Services: *eWallet*)
  - Develop framework for engagement and coordination (including domesticating of 4P policy and Accountability Framework)
  - Improve capacity evaluation systems to include ex-post evaluation
  - Engage County Governments in identifying beneficiaries to partake in training activities (e.g.: adopt Anchor-model similar to that used by AFC)
  - Integrate trained staff in program activities
  - Continuous capacity building and strengthening to ensure up-to-date knowledge (e.g.: refreshers courses, eLearning, short and frequent video/audio clips-based training, social media-based networking and KM, farmer to farmer training using Anchor Model)
- **Arid and Semi-Arid Lands:** require policy engagement and interventions in:
  - Sustainable NRM (e.g.: improve land use and planning, address fragile ecosystems, conflicts over resources (e.g.: availability of water for animals and for irrigation), which may be minimized by mapping of available resources)
  - Capacity building: build existing farm capacities to train peer beneficiaries in ASALs, and promote cross-County learning and knowledge management
  - Climate mitigation
  - Manage invasive plant species: surveillance management is currently working well (some financial set-backs)
  - Risk management (e.g.: agricultural risk insurance)

- Reduce the high per capita investment costs (need to identify if National and County Governments are willing to invest (i.e.: borrow) to reduce these costs)
- Increase human resource capacity (currently over-crowding in high-potential areas)
- Financial literacy access and management (e.g.: targeted table banking/microfinancing – e.g.: for youth)
- Invest in agricultural outputs (i.e.: reduce overstocking, improve market access and linkages and reduce post-harvest losses)
- Improve project design: by developing thorough baseline studies and adopt bottom-up approach
- Diversifying engagement in ventures (e.g.: same group of youth engaging in financial and agricultural products processing ventures)



## **Annex 1: Key Questions for COSOP Workshop Group Discussions**

- (i) One of the key conclusions of the Country Strategic and Programme Evaluation (CSPE) conducted by IFAD's Independent Office of Evaluation was a need to focus programme resources on ASALs to support the economically active rural poor.
- What intervention areas should IFAD prioritize in the ASALs?
  - What specific activities should figure within each priority area and why?
  - Are there lessons (both positive and negative) that can be drawn from current and past interventions in the ASALs?
  - Are there gaps that need to be addressed?
- (ii) Another key conclusion of the CSPE is that devolution in its early stages has presented challenges to effective project planning and implementation as new roles are assumed and new systems and processes put in place.
- How can IFAD assist in ensuring sound integration of its interventions with systems and processes of both national and county governments?
  - What are the modalities that IFAD should put in place to facilitate planning, implementation, M&E and knowledge management at county level?
- (iii) Country Level Policy Engagement (CLPE) is increasingly important to IFAD and figures prominently in the current IFAD Strategic Framework.
- Which areas of agricultural development and poverty reduction policy is IFAD best placed to lead in discussions with the government? Suggest four or five areas.
  - How can IFAD encourage greater participation of smallholders in policy processes?
  - How can IFAD influence effective policy development and review in the agriculture sector?
- (iv) IFAD-funded projects in Kenya and elsewhere invest heavily in capacity building but knowledge transfer has often been only modestly successful.
- How can IFAD be more effective in building capacity of beneficiaries and their institutions to better contribute to the national development agenda. What should we do differently?
  - How can IFAD support the Government in developing a strategy to ensure that officials trained through capacity building initiatives are retained by the Government and/or projects?
  - What mechanisms can be put in place to ensure that individuals trained through such initiatives will contribute to strengthen systems and processes within government institutions?
  - How can IFAD better assess the effectiveness of its training activities?
- (v) The CSPE concluded that in the future, "IFAD will need to play a stronger brokering role between farmer groups and private sector partners".
- What actions can IFAD-funded interventions take to be more effective in brokering between farmer groups and private sector operators?
  - How can IFAD's interventions establish closer links with the private sector?
  - What role can IFAD play to support the Government of Kenya to improve the enabling environment for private sector investment in agriculture?

**Annex 2: List of workshop participants**

	<b>Name</b>	<b>Organisation</b>
1	Sammy Macaria	ABDP
2	Dennis Mulongi	AFC
3	Millicent Omukaga	AFC
4	Mohamud Mohammed	AfDB
5	Agnes Kalibata	AGRA
6	Thierry Houmit	AGRA
7	Ezra Anyango	AGRA
8	John Macharia	AGRA
9	Julius Tuei	Bomet County
10	Benson Siango	County
11	John N. Nyaga	Embu County
12	Tito Arunge	FAO
13	Charles Mbani	Farmer (AAK)
14	William Kiama	Farmer (AAK)
15	Suzanne N.	Farmer (Kamuti and Sons Intg Farm)
16	Caroline Teti	Give Directly
17	Peter G.	ICRAF
18	Nelima Kally	Kakamega County
19	Boniface Akuku	KALRO
20	Maryann Njogu	KCEP-CRAL
21	Wilson	KEPSA
22	Luciana Senzua	Kilifi County
23	Esman Onsarigo	Kissi County
24	Gilchrist Owuor	Kisumu County
25	Lawrence Nzunga	Makueni County
26	Elly Matende	Matende Farm
27	Valentine O.	Migori County
28	Dr. Immaculate Maina	Nakuru County
29	Muthoni Livingstone	PMU Coordinator (UTaNRMP)
30	John Nganga	PMU Coordinator (UTWFP)
31	Geoffrey Ochieng	SDCP
32	Leah Tharau	SDCP
33	John Olwande	Tegeme Institute
34	Elizabeth C.	The National Treasury
35	Dorothy Kimeu	The National Treasury
36	Dr. Tony Simmons	The World Agroforestry Centre (ICRAF)
37	Mary Nzomo	Trans Nzoia County
38	Eric Bosire	USTADI
39	Jeremiah Kinyua	UTaNRMP
40	Nichols Kwyu	WFP
41	Tiina Honkanen	WFP
42	Harun Khatia	



## **Republic of Kenya: Country Strategic Opportunities Programme (2020-2025)**

VALIDATION WORKSHOP – Record of deliberations  
22 October 2019, UN Complex, Nairobi

### **Welcome and Introductory Remarks**

The meeting started with the laying down of the goals and objectives of the workshop by Mr. Ronald Ajengo of IFAD. This was followed by introduction of participants. Attendance was drawn from National and County Governments' representatives, Multilateral and Bilateral Development Partners, International Research Organizations and Coordinators of IFAD financed projects. The list of participants is attached to these minutes.

Mrs. Esther Kasalu-Coffin, Director, Eastern Africa and Indian Ocean Hub, welcomed and thanked the participants, and gave introductory remarks. This was followed by a word of welcome and introductory remarks from Ms. Emma Mburu from Treasury, on behalf of the Government of Kenya.

### **Presentation of the Draft Kenya COSOP (2020-2025)**

As a way of introduction, Mrs. Kasalu-Coffin reminded the participants that the draft COSOP was presented in in May 2019, and a number of participants present also attended the May presentation. She advised the participant's that the issues and comments that were raised in that workshop were incorporated into the current COSOP, which had been sent to the participants with the invitations. She re-emphasized the importance and IFAD's appreciation of the input provided by the May workshop as the COSOP is for the people of Kenya jointly owned by IFAD and GoK. She also informed the workshop the review process that the report has been subjected to, and the steps remaining for the COSOP to be approved by the IFAD Executive Board.

Mrs Kasalu-Coffin then made a Power Point Presentation of the COSOP, highlighting what the COSOP is all about and how it is aligned to the Country's Agriculture Strategy.

### **Plenary Discussions on the COSOP:**

In order for the participants to provide feed-back on the COSOP, four points of discussions were presented for discussions as presented below. The participants' feed-back is also presented below:

- ✓ Policy Engagement
- ✓ Targeting (Geographic and Thematic) Areas
- ✓ Capacity Building
- ✓ Private Sector Pro-Poor Development Approach

#### **(a) Policy Engagement:**

1. Participants especially from the donor community welcomed the proposed policy dialogue for GoK to enact a parliament bill for establishment of a single sector Coordinating Unit to improve programme implementation;
2. There is need to take stock of existing policies to identify gaps;
3. As Counties are also formulating policies at the county level, IFAD should engage counites directly on policy issues
4. The national Government need to involve counties on policy development from initiation stage and not to involve them at the end of the process to just rubber stamp as counties also need to buy into the policies given that in most cases they implement them;
5. There are legislative agenda that need to be enacted at county level to improve the enabling environment but capacity is lacking. IFAD could assist by engaging lawyers experienced in agriculture to train the counties on how to draw the necessary regulations;
6. Appropriate implementation framework for policies is necessary at the county level to ensure proper and efficient implementation of enacted policies;
7. Good policies make it possible for the Private Sector to drive the economic development
8. National and County Governments need to enact policies that enable the Private Sector growth in the rural areas;
9. Appropriate policy instruments help policies to work;
10. Need for policy domestication and to avoid piecemeal policies which are very difficult to implement;
11. There are donor sector working groups that address policies that cut across various areas;
12. There is need for harmonization of the different sectors' policies as some sectors like NRM have different policies for project implementation which makes the rules of engagement unclear;
13. IFAD can engage in policy dialogue directly or indirectly, e.g. by strengthening FOs to enable them engage the Government directly in policy formulation;
14. Sector Working Groups should be the starting point for policy formulation

**(b) Targeting (*Geographic and Thematic*) Areas:**

1. Focusing on ASALs should not be in isolation but should be integrated with the other regions;
2. The economies of the ASALs, especially their selected value chains should also be integrated with the national economy;
3. Why area targeting? Shouldn't all farmers in all counties be supported?;
4. We should look at the counties with their uniqueness and opportunities;
5. Why align with the big 4 which are national instead of aligning with the county development plans?
6. As 80% of Kenya fall on the ASALs, it is important to indicate in the COSOP which ASAL counties will be targeted for collaboration with other DPs;
7. Focus on Gender and Youth should add another category for the vulnerable;
8. Demography should take cognisance of the entry point for the youth – should it be production or processing?;
9. High rainfall areas have 80% of the Kenya population. IFAD should assess how many people it would pull out of poverty given its geographic focus;
10. Should consider that some counties are very good producers and others very good consumers;
11. Most farmers are now very old;

**(c) Capacity Building**

1. Research is well funded through the CG system but the weak areas is taking the technology to the farmers;

2. (ii) There should be deliberate efforts by the DPs to help get research out to the farmers, as AfDB has started through TAAT; and UTaNRMP is working with KARLO to do the same;
3. The Private Sector can also be involved in taking out the research output;
4. Extension in Kenya is dead through natural attrition and the Government is not recruiting to replace, which has contributed to the weak capacity in extension, and so capacity building is not the answer here;
5. There is need to enhance e-extension such as mobile based platform, and train farmers where possible, as some regions still do not access digital technology, such as in the pastoral areas;
6. Area of data analysis also need to be addressed as it aids economic development;
7. There is emergence of private sector extension providers but there is need to identify credible service providers;
8. Extension services should be demand driven and if farmers are sensitized, they can still get support from the County Agriculture Offices;
9. IFAD should look at the Youth Strategy and see where it can support the Government in its implementation;
10. There is a lot of fragmentation with different prayers providing capacity building which need to be harmonized;

**(d) Private Sector Pro-Poor Development Approach**

1. In Private Sector we have a tendency of thinking big companies yet the farmer is a private operator, and is the biggest private sector. Only that they are not organized and trained to think business. The issue is how to organize them to think business;
2. We need the financial institutions to provide friendly financial packages to farmers so that many smallholder producers will access credit;
3. Farmers also need training to develop bankable business plans;
4. Some farmers are too poor for any intervention as they cannot even contribute in kind;
5. Kenya needs to finalize its Private-Public Partnership policy;
6. Youth needs to be natured and so they can be supported with agri-business incubation.

In conclusion, Participants validated the proposed 2020-2015 IFAD/GOK Country Strategic Opportunities programme **List of participants**

NAME	FIRST NAME	POSITION	ORGANIZATION	Tel	Email
ABUKARI	Moses	Regional Programme Manager	IFAD		
AJENGO	Ronald	Country Director	IFAD		
BOSIRE	Eric	Head of Programme	Youth Grant / Ustadi	07 25 11 05 79	
COOMPSON	Joseph	Agriculture, Water and Social Sector Manager	AfDB	07 95 36 73 68	j-coompsom@afdb.org
CREMEL	Amandine	UNV	IFAD		
KASALU-COFFIN	Esther	ESA Hub Director	IFAD		
KETER	Daniel	IFAD Desk Officer	State Department of Livestock		dankketer@yahoo.com
KISOYAN	Philip	NRM Officer	FAO	07 22 87 25 80	
MACARIA	Sammy	Project Coordinator	ABDP	07 246 819 54	
MACHINI MABEYA	Justin	Technology Transfer	CIAT	07 228 297 43	j.machini@cgiar.org
MAKENZI	Rose		Emnassy of netherlands	07 153 914 56	
MAZURI	George	Director / CEO	Youth Grant / Ustadi	07 24 10 55 22	
MISIKO	Michael	Innovation Scientist	CIMMYT	020 722 42 46	mimisiko@cgiav.org
MJOGU	Maryann	Programme Coordinator	KCEP-CRAL	07 22 813 441	
MUTHONI	Faith	Project Coordinator	UTaNRMP	07 225 969 87	fmlivingstone2004@gmail.com
MWANGI	Josephine	IFAD Consultant	IFAD		
NZOMO	Maria	Chairperson, CECs Caucus on Agriculture	County Government of Trans Nzoia	07 228 757 81	
ORORA	Alfred		AGRA	07 229 132 03	aorora@agra.org
WAMBUGU	Carol	Country Operations Analyst	IFAD		

## Appendix VII: Strategic Partnerships

Partnering Functions	Partners/Networks/Platforms	Specific Results and Outcomes from Partnership	Justification for Partnership	Monitoring & Reporting (to be completed for CRR and CCR)
Mobilizing Co-financing	AfDB	IFAD could Complement AfDB interventions in the Semi-Arid Lands	AfDB is already implementing infrastructure activities in the Semi-Arid Areas under the Drought Resilience and Sustainable Livelihoods Programme. Such infrastructure will support investments that will be made by IFAD in the Semi-Arid Areas.	
	World Bank and Green Climate Fund.	unlocking USD 2.7 billion for climate action	Potential for sharing of technical knowledge (engaging in missions) and co-financing in Climate change interventions.	
	United Nations Industrial Development organization (UNIDO)	UNIDO interested in collaboration in identifying potential areas to design/develop programs under GEF 7 funding.	UNIDO expressed interest in collaboration	
	India - United Nations Development Partnership Fund	United Nations Office for South-South Cooperation (UNOSSC), Government of India	Potential opportunity to tap in Fund (including 150 million supported by GoI who leads the Fund), and USD 50 million dedicated to developing country members; the Fund especially focuses on Least Developed Countries, Land-locked Developing Countries, and Small Island Developing States (SIDS)	
	The Rockefeller Foundation	Potential Collaboration in blended financing of IFAD projects	Rockefeller to provide a grant on Food Loss Reduction	
	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	<ul style="list-style-type: none"> <li>i) IFAD-GIZ joint project proposals in: a). promotion of Smallholder Rural Youth Enterprises and Job Creation; and b) Promotion of Solar-powered Irrigation for Kenya Smallholders.</li> <li>ii) IFAD invited by GIZ to support "Youth Employment and Agro-business in Western Kenya, an initiative by GoK and GIZ by being a key stakeholder e.g.: joining design and supervision missions etc.</li> </ul>	IFAD has an MOU with GIZ and discussions have been held with GIZ East Africa Hub Manager for Powering Agriculture.	
	Japan International Cooperation Agency (JICA)	Opportunity to collaborate and co-finance projects with IFAD.	Collaboration of JICA's ongoing SHEP PLUS programme with IFAD UTaNRMP in Embu, Meru, Muranga and Kiambu; including training opportunities	
	BRAC USA	Potential to co-finance future projects, as well as share technical expertise and knowledge	Currently partners in IFAD-financed Kenya PROFIT	
Engaging in <b>policy</b> and influencing development agendas	Alliance for Green Revolution in Africa (AGRA)	Joint discussions on input subsidy reforms	Discussions with President of AGRA; and AGRA Partners with IFAD in PROFIT project	
	GoK and United Nations- Kenya	The SDG Partnership Platform, a UNDAF (2018-2022) flagship programme in support of the GoK's "Big Four" agenda by promoting: i) joint advocacy-developing dialogue to develop enabling environment that helps	Meeting carried out on providing inputs to SDG Platform for Food Nutrition Security	

Partnering Functions	Partners/Networks/Platforms	Specific Results and Outcomes from Partnership	Justification for Partnership	Monitoring & Reporting (to be completed for CRR and CCR)
		partnerships thrive; ii) Support to identify large scale public-private sector partnerships and collaborations that align with UNDAF iii) Maximizing investment through innovative financing; iv) Facilitating improved data.		
	Africa Harvest (Biotech Foundation International)	Africa Harvest interested in collaborating with IFAD on Kenya COSOP	Already engaged with multiple projects in IFAD	
	Agricultural Rural Development Donor Group (ARDG)	Subsidy program designed and an impact study on the previous subsidy program	IFAD is a member of ARDG which engages with government on policies and transformational investments to achieve SDGs.	
	GoK (National and County Governments):Partnerships with Private Sector	Successful implementation of: Upper Tana Natural Resource Management Program (UTaNRMP); Kenya Cereal Enhancement Program – Climate Resilient Agricultural Livelihoods Window (KCEP-CRAL); Aquaculture Business Development Program (ABDP); Kenya Livestock Commercialization Programme (KeLCoP).	To use the Kenya Government Structures to implement IFAD-financed projects for capacity building and sustainability purposes.	
Implementation	Food and Agriculture Organization (FAO)	To collaborate on the development of Country COSOPs; sharing of Interns; and FAO implements IFAD grants	IFAD and FAO have standing arrangements for FAO to implement whole or some activities of IFAD-financed projects. e.g. FAO will implement some activities of the proposed Kenya Livestock Commercialization Programme (KELCOP)	
	World Food Programme (WFP)	IFAD to support WFP on implementation of its Country Strategic Plan (Kenya CSP) 2018-2023	WFP activities of emergency relief complements IFAD's investment programmes in times of disaster.	
	International Labour Organization (ILO)	Collaboration on the development of COSOPs; M&E and fostering inclusive growth through creation of decent jobs.	ILO and the ICO have identified preliminary area of collaboration	
Research	World fish (leads CGIAR Research Program on Fish which focuses on improving productivity of fisheries & aquaculture	Collaboration in research into aquaculture	World Fish is one of the identified service provider for research under the IFAD funded Aquaculture Business development Program	
	World Agroforestry (ICRAF)	Collaboration on Land Degradation Surveillance Framework (LDSF)	Biophysical baseline for sampled IFAD project site in Embu has been completed by ICRAF and findings report submitted.	



## South-South Triangular Cooperation Strategy

### I. Introduction

1. South-South Cooperation (SSC) is a broad framework of collaboration among developing countries of the South (Africa, Latin America, Asia and Middle East) in areas of trade, foreign direct investment flows, technology transfers, sharing of solutions and experts, and other forms of exchanges.
2. South-South Triangular Cooperation (SSTC) is collaboration in which traditional donor countries and multilateral organizations facilitate South-South initiatives through provision of funding, training, management and technological systems and other forms of support. IFAD promotes SSTC as a key mechanism for delivering relevant, targeted and cost-effective development solutions to beneficiaries and partners across the globe. This is an integral part of IFAD's business model and country programming process, but also serves as part of IFAD's partnerships development and strengthening. Under IFAD's new 2016-2025 Strategic Framework, it intends to play a more significant role as a knowledge-broker for SSTC.

### II. Opportunities for Rural Development Investment Promotion and Technical Exchanges in Kenya

3. Kenya has enjoyed a decade of strong economic growth, enabling the country to ascend to the status of Low Middle-Income Country in 2016. In 2018, GDP growth accelerated to 6% (from 4.9% in 2017), driven primarily by a vibrant service sector. While growth in the agriculture sector has consistently under-performed relative to the economy as a whole, the sector has seen increased growth due to favorable weather conditions. IMF estimates the growth to remain at 6% level in 2019.
4. Despite this impressive performance, the majority of Kenyans continue to live in the rural areas, depending on the agriculture sector that is hampered by low productivity, poor markets access, high cost of inputs, under employment, and poverty. In 2017, the "Big Four Agenda" was introduced to promote manufacturing, affordable housing, universal health coverage, and food and nutrition security. In May 2018 the Agricultural Sector Transformation and Growth Strategy (ASTGS: 2019-2029) was launched, as a vehicle for implementing the "Big Four Agenda" by: linking farmers to SMEs; streamlining the subsidy programme; promoting agro-processing; establishing large-scale private farming; expanding irrigation; restructuring the Strategic Food Reserve (SFR); boosting food resilience in ASALs; training government leaders, project implementers and youth-led extension agents; and strengthening research and innovation. These are areas that Kenya can draw from others' experiences, while sharing its knowledge and experience in its digital platform especially M-pesa and other related mobile phone enabled activities. As a member of COMESA and EAC, and also home to the leading regional economy, Kenya is well placed to employ its public and private sector networks to promote SSTC both within the region and throughout the South.

### III IFAD - Kenya SSTC Engagement Rationale

5. IFAD has comparative advantage in Technical Cooperation and Investment Promotion and engages in SSTC in several ways: i) integrating SSTC into country programmes and regional initiatives (e.g. project design and implementation); ii) piloting and scaling-up innovative SSTC approaches through grant-funded programmes (e.g. flexi biogas); iii) partnership-building and resource mobilization; iv) support in policy and strategy formulation and knowledge management.
6. IFAD's commitment to support SSTC is demonstrated by its establishment of the China-IFAD South-South Triangular Cooperation Facility in February 2018. The Facility will focus on smallholder agriculture and rural development, with specific attention to poverty reduction, fighting malnutrition and promoting rural youth employment in developing countries. It is a key instrument to help advance the

objectives of IFAD's SSTC strategy for promoting rural transformation, critical for meeting the Sustainable Development Goals. The Facility will finance activities through calls for proposals, open to all countries including Kenya.

7. On its part, Kenya is a committed participant in the SSTC, actively exchanging in knowledge sharing, and also receiving financial support. E.g. it participated in a seminar and training on building smallholder farmers' resilience through value chain management in 2017, and developed policies and frameworks for national school feeding programmes, both financed by WFP; attended a Ministerial Conference on *Population and Family Planning* in Bali, Indonesia, in September 2018; FAO and the Africa Solidarity Trust Fund (ASTF) has supported aquaculture programs in Kenya; Kenyans trained in Indonesia on implementation of food security and nutrition systems under decentralized governance structure through FAO SSTC facilitation; financed by China to develop diverse infrastructure; supported by Japan, Malaysia and the Philippines to strengthen Mathematics and Sciences in Secondary Education; JICA funded a forestry initiative that led to the founding of the Kenya Forestry Research Institute (KEFRI); participated in the Indonesia-Japan support on Institutionalizing micro-finance in Africa; hosted a South-South Cooperation Workshop in Kenya on clean cooking in July 2018; etc. It is these experiences and benefits from SSTC that motivates Kenya to continue its participation in the SSTC as it implements the Food Security and Manufacturing components of the Big Four Agenda; the ongoing IFAD-financed ABDP, design and implementation of the planned Livestock Project (KelCop) and other projects to be designed under this COSOP.

#### **IV. Identified partnerships and initiatives for SSTC in Kenya**

8. As Kenya implements its Big Four Agenda, it could benefit through exchange of knowledge, expertise and resources through SSTC in the following areas:
  - i) strengthening research and innovation (including crop and livestock animal breeding);
  - ii) promoting agriculture based manufacturing (e.g. in the development of leather and textile industry, promoting agro-processing, packaging and standardization of agricultural products;
  - iii) linking farmers to SMEs;
  - iv) expanding irrigation and promoting manufacturing of agro-inputs, simple farm equipment and implements; and climate change adaptation practices.
 Potential development partners include IFAD, the World Bank, AfDB, FAO, WFP, UNDP, and bilateral development partners.

#### **V. Conclusion**

9. SSTC is an important platform that brings together developing countries to share knowledge and exchange resources with support of the developed world. These are exchanges that are helping to tackle and accelerate progress on development issues. Kenya has tangible results from these exchanges for example in fish farming, and energy saving stoves to name a few. It is expected that under this COSOP, Kenya will continue to both provide and receive SSTC to gain more knowledge and technological advancement that it will apply in its development programmes while sharing its expertise with other partners from the South.

## Country at a glance

### Country Profile

	1990	2000	2010	2017
<b>World view</b>				
Population, total (millions)	23.4	31.45	41.35	49.7
Population growth (annual %)	3.3	2.7	2.7	2.5
Surface area (sq. km) (thousands)	580.4	580.4	580.4	580.4
Population density (people per sq. km of land area)	41.1	55.3	72.7	87.3
Poverty headcount ratio at national poverty lines (% of population)	.	.	.	36.1
Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population)	31.4	31.9	.	36.8
GNI, Atlas method (current US\$) (billions)	8.85	13.17	40.44	72.73
GNI per capita, Atlas method (current US\$)	380	420	980	1,460.00
GNI, PPP (current international \$) (billions)	34.46	52.59	99.91	161.94
GNI per capita, PPP (current international \$)	1,470	1,670	2,420	3,260
<b>People</b>				
Income share held by lowest 20%	3.4	5.6	.	6.2
Life expectancy at birth, total (years)	58	52	63	67
Fertility rate, total (births per woman)	6.1	5.2	4.4	3.8
Adolescent fertility rate (births/1,000 women ages 15-19)	128	107	91	80
Contraceptive prevalence, any methods (% of women ages 15-49)	27	39	46	62
Births attended by skilled health staff (% of total)	50	43	44	62
Mortality rate, under-5 (per 1,000 live births)	104	105	58	46
Prevalence of underweight, weight for age (% of children under 5)	20.1	17.5	16.4	11
Immunization, measles (% of children ages 12-23 months)	78	78	86	89
Primary completion rate, total (% of relevant age group)	.	.	.	102
School enrollment, primary (% gross)	100.5	94.9	106.3	105.3
School enrollment, secondary (% gross)	40	39	58	.
School enrollment, primary and secondary (gross), gender parity index (GPI)	1	1	1	.
Prevalence of HIV, total (% of population aged 15-49)	5.5	9.3	5.6	4.8
<b>Environment</b>				
Forest area (sq. km) (thousands)	47.2	35.6	42.3	44.5
Terrestrial and marine protected areas (% of total territorial area)	.	.	.	10.5
Annual freshwater withdrawals, total (% of internal resources)	9.9	.	15.5	15.5
Urban population growth (annual %)	4.9	4.5	4.4	4.3
Energy use (kg of oil equivalent per capita)	458	445	472	513
CO2 emissions (metric tons per capita)	0.25	0.33	0.29	0.31
Electric power consumption (kWh per capita)	125	106	150	167
<b>Economy</b>				
GDP (current US\$) (billions)	8.57	12.71	40	79.26

**Country Profile**

	1990	2000	2010	2017
GDP growth (annual %)	4.2	0.6	8.4	4.9
Inflation, GDP deflator (annual %)	10.6	6.1	2.1	8.6
Agriculture, forestry, & fishing, value added (% of GDP)	25	29	25	35
Industry (including construction), value added (% of GDP)	16	15	19	17
Exports of goods and services (% of GDP)	26	22	21	13
Imports of goods and services (% of GDP)	31	32	34	24
Gross capital formation (% of GDP)	24	17	21	18
Revenue, excluding grants (% of GDP)	.	.	.	21.9
Net lending (+) / net borrowing (-) (% of GDP)	.	.	.	-10.9

**States and markets**

Time required to start a business (days)	.	60	33	23
Domestic credit provided by financial sector (% of GDP)	35.8	35.7	41.1	40.3
Tax revenue (% of GDP)	.	.	.	15.6
Military expenditure (% of GDP)	2.9	1.3	1.6	1.2
Mobile cellular subscriptions (per 100 people)	0	0.4	60.4	86.1
Individuals using the Internet (% of population)	0	0.3	7.2	17.8
High-technology exports (% of manufactured exports)	4	4	6	3
Statistical Capacity score (Overall average)	.	.	62	58

**Global links**

Merchandise trade (% of GDP)	38	38	43	28
Net barter terms of trade index (2000 = 100)	70	100	97	109
External debt stocks, total (DOD, current US\$) (millions)	7,055	6,148	8,848	26,424
Total debt service (% of exports of goods, services and primary income)	35.4	21	4.4	14.8
Net migration (thousands)	222	25	-50	-50
Personal remittances, received (current US\$) (millions)	139	538	686	1,962
Foreign direct investment, net inflows (BoP, current US\$) (millions)	57	111	178	671
Net official development assistance received (current US\$) (millions)	1,181.3	513.9	1,631.3	2,474.8

Source: World Development Indicators database

Figures in blue refer to periods other than those specified.

**Data from database: World Development Indicators**

**Last Updated: 04/24/2019**

[https://databank.worldbank.org/data/views/reports/reportwidget.aspx?Report\\_Name=CountryProfile&Id=b450fd57&tbar=y&dd=y&inf=n&zm=n&country=KEN](https://databank.worldbank.org/data/views/reports/reportwidget.aspx?Report_Name=CountryProfile&Id=b450fd57&tbar=y&dd=y&inf=n&zm=n&country=KEN)

## Appendix X: Financial management issues summary

### FIDUCIARY SUMMARY OF COUNTRY PORTFOLIO

COUNTRY		KENYA
<b><i>COUNTRY and CURRENT PROJECT -Fiduciary KPIs:</i></b>		
Country Fiduciary Inherent Risk	<b>High</b>	<p><b>Transparency International (TI)</b> Kenya's inherent risk is <b>high</b> as measured by Transparency International's 2018 Corruption Perceptions Index score of 27 out of 100, has not changed from 2015, with the country ranked 144 out of 180 in 2018.</p> <p><b>PEFA</b> The last published PEFA assessment for the country at national level was done 2012 succeeding that of 2008. The report showed low (poor) rating on the ensuing areas: timeliness and regularity of accounts reconciliations; availability of information on resources received by service delivery units; scope and nature and follow up of external audit. Further, there was a follow up by World Bank which has not yet been published. The main areas of improvement noted included annual budget preparation process; increased capacity in both internal and external audit. Further to this, another PEFA assessment report was published focusing on the County level by a consortium led by Kenya Institute of Public Research (KIPPRA) for six counties (Kakamega, Kajiado, Makueni, Baringo, Nakuru and West Pokot) in 2018 and it reveals weakness noted at rating of a D, which is the lowest. The concern was on the following areas: accounting for revenue; public investment management; debt management; financial data integrity; annual financial reporting; external audit follow-up. The report shows progress in information in revenue collection; transfer of revenue collection; internal control on non- salary expenditure. Overall, public financial management at county level received very poor ratings. While accounting for donor funds is poorly done, the amounts received which are not donor funds also receives poor rating since in most cases it is not included in the budgets.</p> <p><b>Debt Sustainability Analysis</b> According to IMF report on Debt Sustainability of May 2018, Kenya's public debt has been increasing rapidly since 2013 and exponentially to the run-up to the 2017 elections pushing debt up to a projected 60.7 percent of GDP by June 2018. The higher level of debt together with raising reliance on non-concessional borrowing have raised fiscal vulnerabilities and increased interest payment on public debt to nearly one fifth of revenue, placing Kenya in the top quartile among its peers. As a result, Kenya's risk of debt distress has increased from low to moderate. The ratio of debt service to revenues increased to 33.8% by end June 2018 from 23.6% by end June 2017. This was as a result of higher stock of external commercial debt maturing in 2017/18 which was largely repayments done in the year on the external syndicated debt. As a percentage of the total public debt service, external and domestic debt service was 47.9 per cent and 52.1 per cent by June 2018 compared to 31.0 per cent and 69.0 per cent respectively as at end June 2017.</p> <p>From the report, overall public-sector debt dynamics continue to be sustainable subject to reducing the fiscal deficit over the medium term, restricting borrowing to finance project with high social and economic return, and lengthen the maturity of non-concessional borrowing which are essential to limit and eventually reverse the rise in public debt ratio, ad reduce refinancing risks.</p>
Pending Obligations (Overdue obligation related to pre-financed amount from IFAD's resources to cover for government's contribution)	<b>none</b>	
Country Income Classification	lower-middle-income economy (WB, 2018)	
Country Contribution in IFAD Replenishments	IFAD-11: USD 1 million	
PBAS – Programme's cycle coverage	<b>Indicative IFAD 11 allocation: USD 78.6 million</b>	
Country Fiduciary Risk	<b>High</b>	
Disbursement - Profile	<b>Moderately unsatisfactory</b>	
Counterpart Funding - Profile	<b>Satisfactory</b>	
Previous lending terms	<b>HC</b>	
IFAD lending terms for IFAD 11	<b>Blend</b>	

**Existing Portfolio:**

Project	Financing instrument	FLX Status <sup>(1)</sup>	Lending Terms	Currency	Amount (million)	Completion date
Dairy Programme	200000140800	DSBL	HIGHLY CONCESSIONAL TERMS 0.75 pc	XDR	12.05	30/09/2019
	G-I-C-815-	DSBL	LOAN COMPONENT GRANTS	XDR	0.59	30/09/2019
	L-I--678-	DSBL	HIGHLY CONCESSIONAL TERMS 0.75 pc	XDR	12.10	30/09/2019
PROFIT	G-I-C-1218-	DSBL	LOAN COMPONENT GRANTS	XDR	0.40	30/06/2019
	L-I--814-	DSBL	HIGHLY CONCESSIONAL TERMS 0.75 pc	XDR	19.30	30/06/2019
UTaNRMP	200000259700	APPR	HIGHLY CONCESSIONAL TERMS 0.75 pc	EUR	11.75	30/06/2020
	L-E--8-	DSBL	HIGHLY CONCESSIONAL TERMS 0.75 pc	EUR	12.80	30/06/2020
	L-I--867-	DSBL	HIGHLY CONCESSIONAL TERMS 0.75 pc	XDR	21.25	30/06/2020
KCEP-CRAL	200000152200	DSBL	SUPPLEMENTARY FUNDS GRANTS	EUR	8.58	19/06/2021
	200000112100	DSBL	HIGHLY CONCESSIONAL TERMS 0.75 pc	XDR	43.85	30/09/2022
	200000112200	DSBL	ASAP GRANTS	XDR	7.10	30/09/2022
	200000062300	DSBL	SUPPLEMENTARY FUNDS GRANTS	EUR	15.65	19/06/2021
ABDP	200000261400	APPR	HIGHLY CONCESSIONAL TERMS 0.75 pc	EUR	24.15	30/06/2026
	200000205200	ENTF	HIGHLY CONCESSIONAL TERMS 0.75 pc	USD	40.00	30/06/2026

(1) APPR – SIGN – ENTF – DISB – EXPD – SPND

**B. PORTFOLIO, FM RISK & PERFORMANCE**

Project	Financing instrument	Curr	Amount (million)	Project Risk rating	PSR quality of FM	PSR audit	PSR disb. rate	Disbursed to approved
Dairy Programme	200000140800	XDR	12.05	Medium	Mod. unsatisfactory	Satisfactory	Mod. unsatisfactory	77 %
	G-I-C-815-	XDR	0.59	Medium	Mod. unsatisfactory	Satisfactory	Mod. unsatisfactory	100 %
	L-I--678-	XDR	12.10	Medium	Mod. unsatisfactory	Satisfactory	Mod. unsatisfactory	100 %
PROFIT	G-I-C-1218-	XDR	0.40	Medium	Mod. unsatisfactory	Highly satisfactory	Mod. unsatisfactory	79 %
	L-I--814-	XDR	19.30	Medium	Mod. unsatisfactory	Highly satisfactory	Mod. unsatisfactory	84 %
UTaNRMP	200000259700	EUR	11.75	Low	Satisfactory	Highly satisfactory	Satisfactory	0 %
	L-E--8-	EUR	12.80	Low	Satisfactory	Highly satisfactory	Satisfactory	78 %

	L-I--867-	XDR	21.25	Low	Satisfactory	Highly satisfactory	Satisfactory	88 %
KCEP-CRAL	200000152200	EUR	8.58	Medium	Mod. unsatisfactory	Highly satisfactory	Unsatisfactory	0 %
	200000112100	XDR	43.85	Medium	Mod. unsatisfactory	Highly satisfactory	Unsatisfactory	17 %
	200000112200	XDR	7.10	Medium	Mod. unsatisfactory	Highly satisfactory	Unsatisfactory	19 %
ABDP	200000062300	EUR	15.65	High	Mod. satisfactory	Highly satisfactory	Mod. satisfactory	75 %
	200000261400	EUR	24.15	High	Not rated	Not rated	Not rated	0 %
	200000205200	USD	40.00	High	Not rated	Not rated	Not rated	0 %

IFAD portfolio in Kenya comprises two project (SDCP and PROFIT) that are ending in 2019; two (UTaNRMP and KCEP-CRAL) that are more than 50% implemented; and one (ABDP) that has just started implementation. As of January 2019, SDCP had disbursed 92.7% and PROFIT – 84.4%. Although mature, the quality of financial management of the projects in the portfolio varies. As of end of June 2019, one was rated satisfactory and low risk (UTaNRMP); one rated moderately satisfactory and medium risk (PROFIT); two rated moderately unsatisfactory and medium risk (SDCP and KCEP-CRAL). The recently launched project (ABDP), 14 months after Entry Into Force, and to be supervised during the last quarter of 2019, is rated high risk, and yet to be rated.

Key financial issues that dominate the portfolio relate to the failure to fully utilise computerized accounting system. With further analysis, the weakness is on the lack of capacity among project staff, most of whom are former government staff. Internal audit is conducted irregularly by the lead ministries. The country team has embarked on harmonizing the accounting systems for all projects in the portfolio. The portfolio disbursement rate is moderately unsatisfactory. Kenya's disbursement target for 2019 is USD 24.5 million and the YTD disbursement for Kenya as of 12 June 2019, is USD8.19 million (33%)

**UTaNRMP:** The project risk is **Low risk** and the quality of the project's financial management is satisfactory. The audit risk rating is low, while the quality and timeliness of the audit is highly satisfactory. Counterpart funding is moderately satisfactory. The GoK has committed to meeting their obligation in 2019/20.

**ABDP:** Being the latest project that is yet to disburse has the risk rating of **High**. All the key personnel are in place and they have received the financial management training, and they will hence start implementing. in due time. Staff is scheduled to receive ICP training. The AWPB and the PIM have been cleared and implementation has commenced.

**SDCP:** Project implementation is ending in September 2019. While it has the risk rating of medium, the quality of financial management is moderately unsatisfactory. The June 2019 FM assessment had a risk rating of high, on account of not using a computerized accounting software. The project had an additional financing which is currently 77% disbursed. The initial loan and grant are fully disbursed.

**PROFIT:** The risk rating is **medium** and the quality of financial management is rated as moderately satisfactory. Project implementation completed in June 2019. The final audit will be prepared The Loan is disbursed at 85% and the grant 79% with disbursement rate being moderately unsatisfactory. The project's quality of financial management is moderately unsatisfactory due to the non- renewal of the SAGE software license and not being able to configure templates for IFAD in the FMS.

Prepared by: Caroline Alupo

Date: 4 July 2019

## **Appendix XI: Kenya Procurement Risk Analysis**

### **KENYA: Procurement Risk Assessment**

#### **Background**

1. The public procurement system in Kenya is governed by the Public Procurement and Asset Disposal Act (PPADP) of 2015, which came into effect in January 2016. The PPADP introduced a number of procurement reforms, renewing Kenya's commitment to ensuring accountability of public funds. The national procurement systems are thus consistent with the core principles of procurement such as: efficiency, transparency, effectiveness, fairness, value for money, integrity, fit for purpose, accountability and appropriate competition. The Public Procurement Regulatory Authority (PPRA) is the regulator of Procurement Law and ensures strict compliance. PPRA also undertakes activities to enhance capacity of the national procurement processes. Fighting corruption is a high priority in the agenda of the Government of Kenya, as outlined in the National Anti-Corruption Plan. The Plan aims to institutionalize efficiency, accountability and transparency in the public sector as well as the private sector, by conducting effective investigations and prosecution of corrupt conduct.

2. The Kenya Country Procurement Assessment Report (CPAR) published by the World Bank (2011) identifies that Kenya's current Procurement Policies and Legal Frameworks provide reasonable assurances that development investments are being managed appropriately to achieve their intended purpose. Yet, despite of the strong regulatory environment in Kenya, compliance of public entities to procurement law and regulations remains a challenge. Moreover, Kenya's annual Corruption Perceptions Index (published by Transparency International) holds a score of 27 out of a possible 100 (2018), and is ranked 144<sup>th</sup> out of 180 countries (2019). This further signifies the need to put in place measure to ensure Governance and promote integrity in the management of public funds.

#### **Procurement monitoring**

3. The Public Procurement Regulatory Authority's (PPRA) Excel-based Procurement Database is used to monitor procurement activities. This database captures at least 80 percent (value) of public procurement activities, including those of semi-autonomous government agencies (SAGAs), state corporations, and County Government. It details contract awards, values of awards and successful bidders. However, the PPRA website contains little information on the nature of contracts awarded, and lacks a comprehensive contracts classification system. Often, there is a time lapse of approximately one year between implementation of activities and their publication on the website.

#### **Procurement complaints**

4. The Public Expenditure and Financial Accountability (PEFA) Report notes that the National Procurement Complaints Framework meets five of the six criteria outlined in the PEFA methodology. However, it notes that criterion 2 is not fully met due to its requirement for payment of a fee by the party filing procurement complaints. Procurement complaints are addressed by the Public Procurement Administrative Review Board (PPARB), under the Public Procurement Regulatory Authority (PPRA). The PPRA is an external independent authority that is not involved in national procurement processes at any capacity. Moreover, Section 27 of the Public Procurement and Disposal Act (PPDA) established an independent PPARB to improve the effectiveness and efficiency of the PPRA. The process for submission and resolution of Procurement complaints is clearly indicated in the Public Procurement and Disposal Act (PPDA) Section 27, which is also publicly available. The decisions of the PPARB are final and binding to all parties involved. The PPARB also exercises the authority to suspend any procurement process, if deemed necessary.



### **Frequency of supervision of procurement activities by IFAD**

5. As recommended by the Procurement Capacity Assessment, IFAD undertakes one field supervision mission per year for each active IFAD-financed project. During these missions, IFAD undertakes prior-review, technical reviews and post-review of project procurement activities. Procurement post-reviews and technical reviews cover at least 15 percent of contracts that are subject to post-review. In addition, post-reviews of in-country training are conducted periodically, as well as review of ongoing procurement of goods and civil works, justifications thereof, and costs incurred. Post-reviews involve analysis of technical, financial, and procurement reports developed by project implementing agencies and/or consultants hired to support the implementation of IFAD-financed projects, in accordance with established IFAD HR procedures for hiring contractual staff.

### **Procurement gaps identified at Project level:**

- (i) failure to comply with procurement law due to capacity constraints within PMUs;
- (ii) poor procurement planning and delays in processing procurement activities (preparation of Terms of References and Technical Specifications, conducting bid evaluations);
- (iii) weak contract management resulting in cost overruns;
- (iv) excessive use of non-competitive procurement methods, without proper justification;
- (v) lack of accountability of procurement decisions; and
- (vi) perceptions of lack of competition, perpetuated by limited competition, due to a weak private sector.

### **Procurement Risk rating**

6. Based on the above Risk Analysis, the Procurement Risk rating for Kenya is **2.78**.

### **7. The following are key mitigation measures put in place by IFAD to address procurement capacity gaps:**

- (i) The Project Implementation Manual (PIM) includes detailed and clear Sections on: (a) adherence to IFAD procurement guidelines; (b) preparing Procurement Plans; (c) thresholds for procurement methods and prior review; (d) listing of procurement tasks and responsibilities; (e) procurement categories and procurement steps; (f) managing contracts and expenditure reports; (g) transparent publications of awards and debriefings; (h) guidelines for reporting and handling fraud and corruption; (i) managing and documentation filing systems (online and hardcopies); and (j) robust action plan for strengthening procurement capacity of PMUs. Annexes to the PIM also include templates for bidding documents, including the PPRA templates and other project-specific templates. The PIM is considered a live document and is updated periodically, in order to reflect agreed refinements to project procedures.
- (ii) During the preparation of the Procurement Plan, low-value procurement activities are often grouped under one tender for the purpose of benefitting from economies of scale. Where it is determined that separation was made to avoid using the specified procurement method, defined by the relevant financial threshold, IFAD withholds its No-Objection to the Plan until such arrangements are rectified.
- (iii) PPRA undertakes annual procurement audits.

- (iv) Optimize use of experts at National and Local levels, and utilise the support of external specialized consultants, particularly for preparation of Terms of Reference, Requests for Proposals, and Bid Evaluations;
- (v) Clearly identifying the roles and responsibilities of PMU staff in the preparation of Contract Management Plans for complex and high-value contracts, in order to improve accountability;
- (vi) Improve contract supervision and monitoring, and application of the conditions of contracts to minimize poor performance of service providers;  
and
- (vii) In addition to advertisement in the national newspapers, projects are encouraged to utilize other reliable media such as websites, including the PPRA Portal, to announce all available procurement opportunities in IFAD projects.

IFAD Procurement Risk Matrix						
	<b>Division</b>	East and Southern Africa Division				
	<b>Country</b>	KENYA				
	<b>Project</b>	Country Strategic Opportunities Programme (COSOP)				
	<b>Date</b>	24-Jul-19				
	<b>INHERENT RISK RATING</b>	● 2.30			<b>NET RISK RATING</b>	● 2.78
#	Description of Risk Feature	Rating	Assessment Basis	Remarks	Recommendation /Mitigation	Rating
<b>A</b>	<b>COUNTRY RISK ASSESSMENT</b>	● 2.30				● 2.78
<b>1</b>	<b>Legal and Regulatory Framework</b>	● 2.00				● 2.75
a	Country procurement law, regulations and manual exist	● 3	3 they all exist, 2 only two exist, 1 only one exist or none			● 3
b	Existence of Standard Bidding Documents for Goods, Works and Services	● 2	3 all exist, 2 only for NCB & ICB, none for Shopping, 1 none exists	The PPRA has issued several bidding document templates for procurement using NCB. However, template for NS was found inadequate	The Projects will develop more comprehensive template for procurement using shopping method.	● 3
c	Procurement Monitoring	● 2	Use PEFA Framework, see worksheet for details	The PPRA database captures at least 80 percent (by value) of public procurement including semi-autonomous government agencies (SAGAs), state corporations, and Counties, detailing the contract award, value and the successful bidder. However, the PPRA website contains little information about the nature of contracts awarded, and lacks a comprehensive contracts classification system. Often, there is also a time lapse of approximately one year between implementation of activities and their publication on the website.	The website of each IFAD financed Project/Programme will include all procurement related information.	● 3
d	Procurement Methods	● 1	Use PEFA Framework, see worksheet for details	The procuring entity leaned heavily on restricted tendering and request for quotations, which are not highly competitive procurement methods.	During the preparation of the Procurement plan, low-value procurement activities will be grouped together under one tender for purposes of economies of scale	● 2
e	Public access to procurement information	● 2	Use PEFA Framework, see worksheet for details			
<b>2</b>	<b>Accountability and Transparency</b>	● 2.60				● 2.80
a	Procurement Complaints Management	● 3	Use PEFA Framework, see worksheet for details			● 3
b	Country Corruption Perception Index score	● 1	The score is published on Transparency.org. 0 to 29 = 1, 30 to 60 = 2, 61 to 100 = 3	Kenya ranks 144 out of 180 countries in the 2018 Corruption Perception Index according to Transparency International which indicates that integrity and ethical values still require strengthening.	All procuring entities as well as bidders and service providers, that is: suppliers, contractors, and consultants shall observe the highest standard of ethics during the procurement and execution of contracts financed under the IFAD funded Projects in accordance with paragraph 84 of the Procurement Guidelines. The Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations shall apply to all projects, in addition to the relevant Articles of the Kenya Public Procurement Act and other national legislation which refers to corrupt practices	● 2

#	Description of Risk Feature	Rating	Assessment Basis	Remarks	Recommendation /Mitigation	Rating
c	2-tiered system to handle complaints	3	3 as stated, 2 only a single level system, 1 no system			3
d	Existence of a debarment system	3	3 full existence, 2 existence of complaints body that is the authority, 1 does not exist		The Government of Kenya will ensure IFAD's debarment list are respected in awarding contracts under the IFAD finances; and assist IFAD investigations pertaining to the funded activities.	3
e	Existence of an independent and competent local authority responsible for investigating corruption allegations	3	3 existence of independent Anti-Corruption agency, 2 existence of an office within a government ministry/agency that carries out some/all of these functions, 1 does not exist			3

Risk Rating System

63

**3** *L: Low Risk*

**2** *M: Medium Risk (ratings between 2.5- 2.8 are categorised as medium- low risk, hence the color-coding is green)*

**1** *H: High Risk*