



ILO EVALUATION

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This evaluation has been conducted according to ILO’s evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

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ACRONYMS AND ABBREVIATIONS

CDACC	Curriculum Development Assessment and Certificate Council
CHV	Community Health Volunteers
COTU	Central Organisation for Trade Union
CPO	Country Programme Outcome (of ILO)
CSR	Corporate Social Responsibility
DWCP	Kenya Decent Work Country Programme
DWCT	Kenya Decent Work Country Team
EGF	Equity Group Foundation
FKE	Federation of Kenya Employers
GoK	Government of Kenya
ILO	International Labour Organisation
ILS	International Labour Standards (ILS)
KenGen PLC	Kenya Electricity Generating Company PLC
LFA	Log Frame Analysis
MOU	Memorandum of Understanding
MoPSYGA	Ministry of Public Service, Youth and Gender Affairs
MSEA	Micro and Small Enterprises Authority
MTE	Mid Term Evaluation
NGO	Non-Governmental Organisation
NITA	National Industrial Training Authority
NPC	National Programme Coordinator
OECD-DAC	The Organisation for Economic Co-operation and Development- Development Assistance Committee
PAC	Partnership Advisory Committee
PPDP	Public Private Development Partnership
PRODOC	Project Document
PROSPECTS	Partnership for improving prospects for forcibly displaced persons and host communities
PSC	Partnership Steering Committee
RAPLANDS	Resettlement Action Plan Lands
RWF	Right(s) Way Forward Monitoring, Evaluation and Learning
SDG	Sustainable Development Goals
SME	Small and Medium size Enterprises

SRHR	Sexual and Reproductive Health and Rights
STWG	Skills Technical Working Group Committee
TVETA	Technical Vocational Education Training Authority
ToC	Theory of Change
ToR	Terms of Reference
TPR	Technical Progress Report
UNSDCF	United Nations Sustainable Development Cooperation Framework
VTC	Vocational Training Centres

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Many thanks are also extended to all the government agencies, social partners, private sector actors and individuals who have participated in interviews and discussions outside the two counties and also outside Kenya – and to the many participants who took part in the Stakeholder Workshop providing their comments and ideas at the time the preliminary findings were presented. These include ILO constituents such as the government ministries of Labour and Social Protection; Education and Energy; and Nakuru and Narok County Governments; Federation of Kenya Employers; Central Organisation for Trade Union – and Kenya Electricity Generating Company PLC and many other actors from the private sector.

Last but not least, special thanks go to Sida/Embassy of Sweden, ILO and ForumCIV, and particularly the PPDP Project team for the arrangements made in the field and for giving its full support to the evaluation's activities, showing great patience in providing information and documents, to date. This support has been very helpful in accomplishing our task.

Lotta Nycander and Silas Ochieng

EXECUTIVE SUMMARY

The Project, entitled *Inclusive growth through decent work in the Great Rift Valley project – a Public Private Development Partnership (PPDP)* is implemented by the International Labour Organisation (ILO) and co-implemented by ForumCiv – a Swedish international Non-Governmental Organisation (NGO) – and **funded by the Swedish International Development Cooperation Agency (Sida)**. The total budget **including contributions from the Partners is USD 7,760,414**. The Project is set up to respond to Geotherm companies employing migrant workers - not local people - and potential conflicts in the Nakuru-Narok communities. The PPDP model encourages the private sector to act as a strategic partner to the public sector to help solve issues related to poverty, social exclusion, lack of employable skills, gender inequality and lack of basic public services in two Counties in Kenya; Nakuru and Narok in the Great Rift Valley. The Project period is from 10 May 2018 to 31 October 2022. Its activities are centred around skills and capacity development, community mobilization, advocacy and studies/research and the key participants (“ultimate project beneficiaries”) are youth, women and vulnerable community members.

The **key stakeholders and partners** are government agencies, public sector partners (parastatals), private sector partners and ILO social partners. The Project has **eleven staff members**. **Technical backstopping** is provided by the Decent Work Support Team based in Pretoria and the Country Office in Dar Es Salam, Tanzania. **The Project governance structure** comprise the Partnership Steering Committee (PSC), a Partnership Advisory Committee (PAC) and a Skills Technical Working Group Committee and Sub-Committee specifically to support the skills development component. The **development objective** of the Project is poverty reduction and improved living conditions through decent work and access to rights-based services among the rural population in the Great Rift Valley. The **four outcomes** to be reached are: 1) Decent jobs resulting from relevant and quality skills provided by selected vocational training centres and other training institutions; 2) Decent jobs resulting from new and growing businesses created; 3) Improved community participation in lobbying for increased access to public and social services and duty bearers accountability in providing social services; and 4) Strengthened project management and coordination.

The **main purpose** of this evaluation is to provide an independent assessment of the Project’s progress to date. These are the **specific purposes**:

- Assessing the relevance and coherence of project’s design regarding country needs and how the project is perceived and valued by project beneficiaries and partners;
- Identifying the contributions of the project to the Sustainable Development Goals, the country’s United Nations Sustainable Development Cooperation Framework and Decent Work Country Programme, the ILO objectives and Country Programme Outcomes and its synergy with other projects and programs in both countries;
- Analysing the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively);
- Reviewing the institutional set-up, capacity for project implementation and coordination mechanisms;
- Assessing the implementation efficiency of the project;
- Reviewing the strategies for outcomes’ sustainability and orientation to impact;
- Identifying lessons and potential good practices for the tripartite constituents, stakeholders and partners; and

- Providing strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives.

The **intended primary users** of the evaluation are the ILO, ForumCiv; Sida/Embassy of Sweden; Nakuru and Narok County Governments; Ministries of the Government of Kenya, TVETA, NITA, FKE, and COTU. The private sector partners are also clients; Akiira Geothermal Ltd; Kenya Electricity Generating Company Ltd; Oserian Development Company Ltd; Ewaso Ngiro South Development Authority, Narok Water & Sewerage Services Company Ltd, Ajiry / Centum, Bedi Investments, Menengai Oil Refineries Ltd, Spin Knit Ltd, Chambay hotel, Njoro Canning Factory (K) Ltd, Mehta Electricals, Mara Serena Lodges, Mara Farming Ltd, Jojesi Building & Construction Ltd, Zambezi hotel and Dlight Solar Company.

The **scope** is the entire project period and includes all outcomes, outputs of the Project and determine to what extent six cross-cutting concerns have been integrated; environmental preservation and creation of green jobs; gender equality; HIV and AIDS awareness; conflict mitigation; life skills and job readiness; and disability. **Six standard evaluation criteria** have been used to assess and determine the Project's achievement: Relevance, coherence, effectiveness, efficiency, impact and sustainability. For the purpose of this evaluation, one more criteria has been used, namely validity of intervention design.

A number of **key evaluation questions**, relating to the evaluation criteria have guided the evaluation's data gathering process and analysis. The **evaluation took place** between end of February and May 2021.

Data was collected from many different sources, and through using a **mix of methods**. Both qualitative and quantitative data and information was gathered (quantitative data was drawn from secondary sources): Documentation review; Semi-structured in-depth interviews and e-mail correspondence; Focus Group Discussions; and Questionnaire survey. Due to the Covid-19 pandemic, the **evaluation team leader was not able to visit the country** which was mitigated by the team leader and national consultant maintaining regular and frequent communication, and through e-mail correspondence with the Project staff. At times, there were some issues such as which online platform was the best one to use, and internet connectivity – however, these were not too difficult to overcome and did not affect the result of the evaluation.

FINDINGS

The **Covid 19 pandemic** has affected the project implementation negatively, as it has led to interruptions and delays of many activities – thus some momentum has definitely been lost. Training institutions closed which caused delays in for instance producing graduates. SMEs have lost incomes and the private sector lacks investments and are downsizing and laying off staff. The developments in the coming months are uncertain and therefore the Project has inserted a new risk in its risk protocol register, associated with “high likelihood and high impact” vis-à-vis its ability to reach set goals. Still, a lot has been achieved despite the challenges faced with a high level of effort. The Partners and stakeholders that were consulted have expressed appreciation for its activities and would like to see it implemented in other parts of the country. The project management has expressed optimism and expects that through re-scheduling and re-engagement efforts, momentum will be picked up enabling many of the scheduled activities in the coming months.

The evaluation found that the Project's intentions and interventions, as described in the Theory of Change and Logical Framework Analysis are well designed and thought-through and logically structured in terms of the internal relationships between the key elements such as objectives, outputs and activities in the Project's strategic framework. The Project structure is

basically well developed, including project committees at three distinct levels of engagement. However, it was found that this complex Project could have benefitted from having a policy-oriented outcome, or at least some specific (dedicated) policy output. Formulating/defining measurable policy results at the PSC level could, for instance have been helpful – e.g. in relation to supporting the small and medium size enterprises (SMEs) and vocational training centres. *From a strategic planning and results point of view - this would have been appropriate.*

Regarding **effectiveness**, the unexpected onset of Covid-19 pandemic, from mid-March 2020, has affected the Project implementation and some results negatively, as it has led to interruptions and delays of many activities. The developments in the coming months and year are uncertain. **Outcome 1** addresses Vocational Training Centres (VTCs) and other training institutions, and their capacity to impart relevant and quality skills – resulting in decent jobs for your women and men. Four centres are participating in the Project, and were partly equipped: Mirera and Maiella (Nakuru County) and Narok and Nairegie Enkare (Narok County). In total, 106 trainees who (to date) acquired demand driven technical skills have obtained both permanent and temporary employment from project partners and other organisations, with monthly incomes between KES 6,000 to KES 50,000. The VTCs were to produce graduates with skills and qualifications demanded by the private and public sector but this has been delayed due to the pandemic. The cumulative total of those have accessed industrial attachments is 195 (121M:74F) and the number of partnerships have grown.

The need to address the weak informal sector in the selected areas is reflected in **Outcome 2**. It was found that the Project has supported small and medium entrepreneurs (SMEs) and small businesses and interesting opportunities have been identified such as solar energy business; leather processing and value addition; aquaculture; tree seedlings, and the installation of biogas. Over 600 women and young men in Narok and Nakuru Counties are trained and already existing 250 business entrepreneurs received support/technical advice and have created employment opportunities for others. However, the training has been delayed during the last reporting year, due to Covid. Linking small-scale entrepreneurs with credit institutions (post-training support) has not been successful but Nakuru County Government and the KCB will hopefully sign a MoU that could lead to positive developments in this respect. The efforts to link SMEs with large companies has generated interesting opportunities such as with a company offering solar lighting and power products to people without access to reliable electricity and with a local bead exporter.

Kenya's Public Participation laws and policies are key for the Project's work in the communities under **Outcome 3**. The Rights Way Forward (RWF) methodology has been used to equip communities in Suswa and RapLands with skills to enable them to lobby and advocate for their rights to basic services in the areas of water, sanitation, health, education and basic rights of workers. A dialogue platform shared with the County Governments was facilitated which among others led to the Narok County Government's commitment to fund a water project of KES 6.3 Million; as well as a declaration to end Female Genital Mutilation (FGM) in Narok by 2022. Twelve Community Action Plans have been developed; and a dispensary set up in Suswa, while the Raplands' dispensary has received more equipment.

Various training events were organised for community members and also for officials and (1,197 people have been trained) and in its third year the Project managed to train 352 (122M: 130F) people in lobbying for improved services. Among the achievements found were that women had assumed leadership positions in community groups and organisations and (reportedly) men have supported them. Adult literacy classes have involved 428 people (236 male and 192 female) which have had qualitative effects on the lives of participants.

Communities now have some capacity to conduct social audit on public and social services however, no audits were conducted to date.

Finally, **Outcome 4** relates to Project management and coordination and has included the setting up an institutional mechanism for planning and implementation of the PPDP strategy. The management maintains contacts with the Partners and also regularly monitors the contributions made by the partners and accounts for any changes. Sida's contribution is USD 4,870,000.00 while the partners' contribution (in kind and financial) is USD 2,809,546.56.

Regarding **efficiency** in utilising financial resources, the partnership has, no doubt, "helped to keep down the costs of program delivery" although there are less than expected funds allocated from some private and public sector partners. A regular dialogue is maintained with the partners on this important issue (County Governments, Equity Fund, private companies). The evaluation does not have access to detailed information on expenditures but has been informed that the budget delivery is more than 50 per cent.

In terms of **impact orientation and sustainability**, it was found that the PPDP has already had **some positive impact**, although the covid-19 pandemic has interrupted many processes that had been started. There is some evidence of positive changes in the life of the project participants as young people, women and men, have come to adopt new perspectives, and acquired new knowledge, skills and capacities through the many project activities including workshops, campaigns, advocacy and lobbying, vocational education and training. Internships and attachments have been offered and some have seized the opportunities to land jobs – an area which should improve during the coming year. Evidence of impact is also the improvements regarding dispensaries in Suswa and RapLands. The evaluation has not come across much impact at policy level as such.

The Project staff members are well aware that Covid-19 might jeopardize the Project's ability to complete many activities and sustain the gains made. However, regarding enhancing the likelihood of sustainability of the achievements and continuation of activities after the end of the PPDP, the Project has made a **concerted effort e.g. in developing a Sustainability plan**. This outlines how interventions should/could be continued after the closing of the PPDP. The discussions in the Governors' offices in both Counties during the last quarter of 2020, have had an impact as they resulted in more understanding of the Project and commitments were made to allocate additional resources to support the implementation. A Task Force is proposed to be set up from the PAC to implement the PPDP sustainability plan. The evaluation has not come across any exit plan.

Regarding the six **cross-cutting issues**, it was found that issues of gender equality, life skills and job readiness have been well integrated into the Project, along with environment and green jobs extent. However, HIV and AIDS awareness, conflict mitigation and disability seem not to have been an integral part of the Project's work.

CONCLUSIONS

It is concluded that the **Project design is valid and relevant**. The **Project implementation is also relevant** to Kenyan and international development policies as it addresses social exclusion of young women and men in indigenous and vulnerable communities, with high levels of poverty, lack of employable skills and job opportunities as well as gender inequality. It builds on a participatory partnership model that requires all key public and private parties getting together, solving problems and complementing each other - in helping young people's chances on the job market and improve their lives.

Overall, it is concluded that the **Project has been rather effective** in producing the planned outputs and contributing to all the four stated outcomes – i.e. in addressing social exclusion of

young women and men in indigenous and vulnerable communities, where there are high levels of poverty, lack of employable skills and job opportunities as well as gender inequality. Many of the outputs have been met with good quality, but due to the effects of the pandemic, skills and other training and producing graduates with skills, qualifications and certifications have been delayed, as well as the development of learning guides and tools for CDACC courses. Setting up an institutional mechanism for planning and implementation of the PPDP strategy has been done effectively, and have included consultation meetings with the Partners and the work on the sustainability analysis and plan. It is concluded that this kind of Project would have needed a documentation or communication specialist to live up to the original intentions of a high level of visibility.

Regarding the **cross-cutting concerns** that the Project had committed to integrate in its programme, it is concluded that the Project has done fairly well. However, it was not prepared for the situation of young women and girls who had been enrolled in training, to a large extent did not return when training resumed in January 2021 - *because of pregnancy or early marriage*. This is an important lesson learned. Further, the *issue of disability* should have been given attention as young people with disabilities are particularly vulnerable and have few chances to be employed.

At this stage it is difficult to determine the level of **project efficiency** in using the available resources but it is concluded that it is at a **medium level**. The partnership has, no doubt, “helped to keep down the costs of program delivery” although there are less than expected funds allocated from some private and public sector partners. The Project maintains a regular dialogue with the Partners, encouraging them to honour their commitments and/or increase their contributions (this related to County Governments, Equity Fund, private companies).

Clearly, the **PPDP has already had some impact**, such as positive changes in the lives of project participants (“beneficiaries”) lives of both women and men. This is manifested mainly in new knowledge, learning, skills, capacities and jobs, and women assuming leadership roles with support of men - as this evaluation has shown. Impact on policies, in terms of changed policies at county/local level have not yet been demonstrated. Regarding sustainability in Nakuru and Narok this will ultimately depend on political will and the Partners’ willingness for change. One of the most important milestones in the development of a PPDP is the formulation of a sustainability plan endorsed by all parties involved, indicating how things will continue after the project’s closure and how the lessons learned during implementation will inform the scaling up of activities. The conclusion is that the Project has made **good efforts already preparing for increased ownership and sustainability** but there are uncertainties at this stage. The final evaluation will be in a better position to determine the “extent of sustainability”.

EMERGING LESSONS LEARNED AND GOOD PRACTICES

Lessons learned

- 1) Sexual Reproductive Health and Rights (SRHR) activities should be part of ILO technical assistance projects that implement activities in rural communities where poverty and lack of education are rampant and that involve young vulnerable women (and men) as “beneficiaries”.
- 2) Arrangements for projects such as the PPDP, need funding for the preparations that are necessary *prior* to the projects’ start up.
- 3) Projects working on policy issue should include a specific policy level outcome - supported by policy outputs and activities (and indicators) – that are clearly spelled out and visible in the project results framework (ToC). This would help make project’s

aspirations for long lasting change more transparent and require clear accountability from the key Partners, including governments, and enable results to be “measured”.

Good practices

- 1) Moving away from the “dependency syndrome”. This PPDP project was designed with an in-built in conditionality and participation from the private sector. In this sense that the Project is quite unique and experimental - and a good practice. It is operated with a two-parts total budget, one part coming from Sida and the other part coming from partners in the private and public sector. Sida is expecting that its part gradually will become smaller while the other part will grow. Part of the good practice is that this is a move away from perpetuating the “dependency syndrome” created by technical assistance/development aid.
- 2) Exploring existing channels of support from not-for-profit organisations (social enterprise organisation). An interesting example, of acquiring contributions also from the private sector is the Project’s contact with the Tools To Work (a not-for-profit organisation) which provides tools and equipment to young people in schools and vocational training, and/or young entrepreneurs, based on request from a local organization. The areas of support are tools and machines, woodwork, computer, sewing and knitting machines.

RECOMMENDATIONS

Recommendation 1. PPDP Project extension

ILO should request Sida to grant a minimum 6 months “no-cost” extension, bringing the closure of the Project to end of April 2023, which to some extent could compensate for the delays in implementation incurred by the Covid-19 pandemic disruptions during the last year and improve/intensify contributions from Partners. Should this not be possible due to lack of funding in keeping all staff members on the pay roll, one alternative would be to reduce the size of the Project team during the very last extension phase; another alternative is to bring up the issue with a final evaluation (likely to be fielded by mid-2022), in making the point that the donor should grant extra funding to the Project.

Timeframe: ILO’s request should be made within the next 6 months.

Priority: Medium-high

Level of resources: Medium-high (dependent on the utilization of funds up to October 2022).

Recommendation 2. Ambitions and quantitative targets at realistic levels

In view of the delays and interruptions caused by the covid 19 pandemic, **the Project should** lower its ambitions and quantitative targets, for example in relation to outputs 1.1 (VTCs producing graduates); 2.2 (business development training) and 2.3 (post-training support). This should not be interpreted as diminishing the importance of the Project’s activities – however the aspirations should be set at more realistic levels in view of the likelihood of a continued pandemic situation. The details should be discussed with the donor representative and Partners, and be reviewed again by the final evaluation.

Recommendation 3. The Project’s overall visibility

The Project and Partners should, as part of its communication strategy, engage a communication expert/documentalist on consultancy basis, to help increase the Project’s overall visibility within the national government, and among media and potential new partners

– in an effort to attract more attention for its unique partnership model of working, as well achievements.

Timeframe: The last year of implementation

Priority: High

Level of resources: Medium

Recommendation 4. Getting girls/women back to training and learning

The Project should contact *each of the girls/young women* who did not return to the VTCs or other learning institutions they were enrolled in - and devise practical solutions to ensure that they are comfortable to return as soon as possible, and even before they have stopped the lactation period, if they wish. Solutions may lie in hiring helpers to take care of babies, and/or letting the mothers bring the babies to the work places, and/or discuss with the families and communities on how best to make it possible for them to come back to training. This would be an important indicator of success in the final evaluation.

Timeframe: Contacts to be made immediately (if not already made), and making arrangements with the communities as long as Covid safety measures allow physical visits and meetings.

Priority: High

Level of resources: Low-Medium

Recommendation 5. Inclusion of people with disabilities as beneficiaries/target groups

The Project should identify and address training needs of young women and men with disabilities (differently abled) in the Project areas and determine how outcomes 1, 2 and/or 3 could mainstream/integrate this important cross-cutting concern.

Timeframe: Within four months

Priority: High

Level of resources: Medium

Recommendation 6. Improve access to water

As access to water in the communities (Suswa and RapLands) is a huge problem and top priority in particular for women. **PPDP partners** should try to find solutions through leveraging partnerships with other private sector entities to improve water access, as the KenGen proposed commitment might not be adequate to meet the community's water supply needs. Investing in water harvesting and conservation could be considered in the extension phase.

Timeframe: Within four months

Priority: High

Level of resources: Medium

Recommendation 7. Consolidating sustainability plan/s

The PPDP Project implementation team should treat the consolidation of the Sustainability plan as their most important task even if the Project is granted a time extension. An appropriate platform for operationalising this continuation, and an assigned team solely for this purpose should be put together. The anchoring of PPDP's gains in public participation in policies and laws in the two counties, particularly in the budget process and legislative processes is one of the important concerns for the future.

Timeframe: Within two months

Priority: High

Level of resources: Medium

1 CONTEXT

This is the first draft report of the Mid-term evaluation of *Inclusive growth through decent work in the Great Rift Valley project – a Public Private Development Partnership (PPDP) project* (herein referred to as “the Project” or “PPDP”).

1.1 SOME FACTS OF THE PROJECT

The Project is implemented by International Labour Organisation (ILO) and co-implemented by ForumCiv – a Swedish international Non-Governmental Organisation (NGO) – and funded by Sida. ILO’s cooperation with Sida follows a **Public Private Development Partnership** model that aims at mobilising the private sector as a strategic partner to the public sector in helping to solve specific development challenges through creating important synergies.

The Project has a **total budget** of USD 7,760,414. The financial contribution from Swedish International Development Cooperation Agency (Sida), the donor agency, is USD 4,870,000 - while contributions from Partners in the Project is USD 2,890,414. The intention is that the Swedish contribution gradually will become smaller - while the partner contribution will increase over time. The **period of implementation** is 4 and ½ years, from 10 May 2018 to 31 October 2022, i.e. a duration of 54 months including the “no cost” extension of 6 months until October 2022.

The PPDP was designed to respond to Geotherm companies (including Akiira Geotherm Ltd) employing migrant workers - not local people - and potential conflicts in the Nakuru-Narok communities. The **key concerns** it is addressing are poverty, exclusion, lack of employable skills, gender inequality and lack of basic public services in the affected areas. The PPDP activities are mainly centred around skills and capacity development, community mobilization, advocacy, and studies/research, intended to produce the above-mentioned outputs – that in turn will contribute the stated outcomes mentioned above.

The ultimate **project beneficiaries**¹ are youth, women and vulnerable community members in the affected communities who have been identified by private sector.²

The **operational areas** are mainly in, and around, Nakuru and Narok Counties in the Southern part of the Great Rift Valley. The Project identified and selected Suswa sub-county³ in Narok county as and RapLands⁴, Naivasha - as well as the local stakeholders in targeted constituencies in these counties. In Suswa, people from the following villages/communities have taken part in the Project: Eluai, Irkituma, Iseneto, Oloirouwa, Oloropil, Oloserian, Oloshaiki villages/communities. In RapLands people from Olomaiyana Ndogo, Cultural Centre, Oloongonot and Olosinyat have participated.

There are, in total, **eleven staff members**. All five ILO staff are employed on 100%; three staff of Forum Civ are on 100%; two staff of ForumCiv are on 20%; and one staff of ForumCiv is on 50%. The NPC views all staff as project “field” staff, as the work is implemented in the field.⁵ The **ILO staff** are: National Programme Coordinator (NPC); National Programme Officer-Skills Development; a National Programme Officer-Enterprise; Finance and Administration Assistant; and Senior Driver. The Project has also been able to accommodate

¹ In this report, the term project participants are often used, instead of beneficiaries, as the latter imply people being a passive recipients of aid.

² Source: PPDP Project Document, p. 10.

³ Suswa is small town and also a ward in Narok East sub-county.

⁴ RapLands, stands for Resettlement Action Plan lands. Source: *RapLands Community Action Plan*, ForumCiv, PPDP project, 2020.

⁵ Source: E-mail correspondence with the NPC.

an intern, whose internship period has ended. The National Project Coordinator works under the overall supervision of the Director of the ILO Country Office in Dar es Salaam, Tanzania.

The **ForumCiv staff members** are the Regional Manager⁶, Eastern and Southern Africa; Regional Finance, Admin and HR Manager; Project Lead, Community Engagement and Liaison Officer; Project Officer, Learning Monitoring and Evaluation; Grants Officer and a Project Driver.

Technical backstopping is provided by the Decent Work Support Team based in Pretoria, particularly the Skills Development and Enterprise Development Specialists and the Employment Specialist based in the Country Office in Dar.⁷

The **key stakeholders and partners** are representatives of the following organisations:

Government agencies:

Ministries of Energy-, Education-, Trade, Labour and Social Protection; County Governments of Narok and Nakuru; National Industrial Training Authority; Technical and Vocational Education and Training Authority; Kenya Electricity Generating Company Ltd; and Micro and Small Enterprise Authority.

Public sector partners (parastatals):

Ewaso Ngiro South Development Authority and Narok Water & Sewerage Services Company Ltd

Private sector partners:

Akiira Geothermal Ltd; Oserian Development Company Ltd.; Ajiry / Centum; Bedi Investments; Menengai Oil Refineries Ltd; Spin Knit Ltd; Chambay Hotel; Njoro Canning Factory (K) Ltd; Mehta Electricals; Mara Serena Lodges; Mara Farming Ltd; Jojesi Building Contractors; Zambezi Hotel and Dlight Solar Company.

ILO social partners (constituents): Federation of Kenya Employers; and Central Organization of Trade Unions.

The governance structures of the Project comprise the following committees:⁸

- A Partnership Steering Committee (PSC) with the mandate to approve the technical team's recommendations. The members are representatives of Akiira Geothermal Ltd; Ministry of Labour and Social Protection; Ministry of Education; State department of Technical Vocational Educational Training; Central Organisation of Trade Unions – Kenya (COTU); Federation of Kenya Employers (FKE); Kenya Electricity Generating Company PLC (KenGen); Nakuru and Narok County Governments; ForumCiv; and the ILO. Sida/Embassy of Sweden has the role of an observer in the PSC.
- A Partnership Advisory Committee (PAC), with the role to provide technical guidance on project implementation. The members are representatives of Akiira Geothermal Ltd; Ministry of Labour and Social Protection; COTU; FKE; Nakuru and Narok County Governments; Micro and Small Enterprises Authority (MSEA); Technical Vocational Education Training Authority (TVETA); National Industrial

⁶ Formerly entitled Hub Manager.

⁷ The Employment Specialist (ILO Dar) represents the ILO Director in the Partnership Steering and Advisory Committee meetings as required. If needed, and upon request, other relevant departments at ILO Headquarters, can also provide backstopping (EMPLOYMENT/SKILLS, ENTERPRISES, ACT/RAV and ACT/EMP, among others). (Source: Project Document, p. 38).

⁸ Source: Project's Technical Progress Report (TPR), 2018-2019.

Training Authority (NITA); KenGen PLC; Curriculum Development Assessment and Certificate Council (CDACC); Ministry of Public Service, Youth and Gender Affairs (MoPSYGA); Forum Syd and the ILO.

- A Skills Technical Working Group Committee (STWG) and Sub-Committee was formed by the Project, providing technical assistance on the skills development component.

The **development objective** of the Project is poverty reduction and improved living conditions through decent work and access to rights-based services among the rural population in the Great Rift Valley.⁹

There **four outcomes** (also named immediate objectives in some of the documents), with outputs defined to contribute to reaching the specific outcomes, as follows:

Outcome 1: Decent jobs resulting from relevant and quality skills provided by selected vocational training centres and other training institutions

Outcome 2: Decent jobs resulting from new and growing businesses created

Outcome 3: Improved community participation in lobbying for increased access to public and social services and duty bearers accountability in providing social services.¹⁰

Outcome 4: Strengthened project management and coordination

⁹ The Logical Framework Analysis (LFA) and Theory of Change (ToC) matrices are found in the Project Document (pp. 25-30).

¹⁰ It is noted that the ToR has a different phrasing of this outcome, namely “Increased *capacity* of communities to lobby for increased access to public and social services”, instead of “Improved community participation”.

1.2 EVALUATION FRAMEWORK

This section accounts for the purpose; objectives; clients; scope; criteria; evaluation questions and evaluation sequence, as follows:

Purpose

The main purpose of the evaluation is to provide an independent assessment of the Project's progress to date, through an analysis of relevance, effectiveness, efficiency, effects and impact orientation.

Objectives

A number of specific objectives¹¹ are listed in the Terms of Reference (ToR), as follows:

- Assess the relevance and coherence of project's design regarding country needs and how the project is perceived and valued by project beneficiaries and partners;
- Identify the contributions of the project to the SDGs, the country's UNDAF and DWCP, the ILO objectives and CPOs and its synergy with other projects and programs in both countries;
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively);
- Review the institutional set-up, capacity for project implementation and coordination mechanisms;
- Assess the implementation efficiency of the project;
- Review the strategies for outcomes' sustainability and orientation to impact;
- Identify lessons and potential good practices for the tripartite constituents, stakeholders and partners; and
- Provide strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives.

Clients

The intended primary users (clients) of the evaluation are the ILO (ILO Kenya, Country Office Dar, DW Team Pretoria and ILO Geneva (PARDEV)), ForumCiv; Sida/Embassy of Sweden; Nakuru and Narok County Governments; Ministries of the Government of Kenya, TVETA, NITA, FKE, and COTU.

The private sector partners are also clients, i.e Akiira Geothermal Ltd; Kenya Electricity Generating Company Ltd; Oserian Development Company Ltd; Ewaso Ngiro South Development Authority, Narok Water & Sewerage Services Company Ltd, Ajiry / Centum, Bedi Investments, Menengai Oil Refineries Ltd, Spin Knit Ltd, Chambay hotel, Njoro Canning Factory (K) Ltd, Mehta Electricals, Mara Serena Lodges, Mara Farming Ltd, Jojesi Building & Construction Ltd, Zambezi hotel and Dlight Solar Company.

Scope

The evaluation team is assessing the Project's implementation from its very start, i.e. from 15 May 2018 to date, and include all outcomes and outputs of the Project. The evaluation should help to understand how and why the project has advanced or is in the way to obtain (or not obtain) the specific results from outputs, potential outcomes and impact.

¹¹ It may be noted that this actually lists tasks/activities of the evaluation the way they are phrased, not objectives in the sense objectives are used in project design and evaluation terminology.

The assessment will address issues of poverty, inclusion/participation and impact of the project activities on the communities involved – particularly women and youth. It will be crucial to find out to what extent the project has been able to address the prevailing lack of skills among the communities through various capacity and skills development activities and how it has been able to influence their opportunities to start up, and maintain, small and medium size enterprises (SMEs) and promote entrepreneurship in the informal economy. What gender roles and socio-cultural and “traditional” issues have, regarding these aspects, will be important to consider when evaluating the Project.

Other issues mentioned in the ToR are to assess how/if the Project is addressing or impacting on the community’s knowledge and perception of their basic rights and services rendered in their communities (e.g. regarding water and sanitation, health and education). The Project has committed to pay attention to six cross-cutting concerns, as follows:¹²

1. Environmental preservation and creation of green jobs;
2. Gender equality;
3. HIV and AIDS awareness;
4. Conflict mitigation;
5. Life skills and job readiness; and
6. Disability.

Key evaluation criteria and questions

The six standard evaluation criteria defined by the Organisation for Economic Co-operation and Development (OECD) are relevance, coherence, effectiveness, efficiency, impact and sustainability, to be used in evaluating development/technical assistance projects. These serve as the basis upon which evaluative judgements are made.¹³ For the purpose of this mid-term evaluation, one more criteria has been added, namely: *validity of intervention design*.

Below are the key evaluation questions that relate to the evaluation criteria and which have guided the evaluation team’s data gathering process and analysis:

All cross-cutting themes mentioned in section 1.2 above will be integral parts of the criteria and evaluation questions (as well as the adaptation of the Project, in terms of implementation and

Relevance, coherence and strategic fit

- Is the project coherent with the Governments objectives, National Development Frameworks, County Development Frameworks, beneficiaries’ needs, and does it support the outcomes outlined in ILO’s CPOs as well as the UNSDCF and SDGs?
- How does the project complement and fit with other on-going ILO activities in Kenya?
- What links have been established so far with other activities of the UN or other cooperating partners operating in the country in the areas of access to employment (i.e. youth employment), job creation, market development and community participation for increased access to public and social services?

¹² Source: PPDP Project Document, p. 12.

¹³ Source: *Applying Evaluation Criteria Thoughtfully*, OECD DAC 2021. Relevance is about whether the Project is doing the right things; and coherence about how well it fits. Effectiveness is about whether the Project is achieving the stated objectives, and efficiency whether resources are used well. Impact addresses what difference the Project making and sustainability whether the benefits will last.

- Has the project been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, etc.)?

Validity of intervention design

- Is the project realistic (in terms of PPDP strategy, expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy, and resource mobilization?
- To what extent has the project integrated the cross-cutting themes in the design?
- Is the project's Theory of Change (ToC) comprehensive, integrating external factors, and is it based on a systemic analysis?
- How has ownership and sustainability been addressed?

Effectiveness

- What progress has been made towards achieving the overall project objectives/outcomes?
- Have unintended positive (or negative) results been identified?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- What is the assessment regarding the quality of the project outputs?
- To what extent has the project management and governance structure put in place and worked strategically with tripartite constituents, stakeholders and partners in the project, ILO and the donor - to achieve project goals and objectives?
- Has the knowledge sharing, communication and private sector engagement strategies been effective in raising the profile of the project within the country, counties and among the cooperating partners?
- Is the monitoring and evaluation system results-based, facilitating an adaptive management and learning?
- What is the assessment regarding how the project management has managed the contextual and institutional risks and assumptions (external factors to the project)?
- To what extent is the Covid-19 pandemic influencing project results and effectiveness and how has the project addressed this influence? Has it been ready to adapt to changes for at least some time from now-on?
- Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

Efficiency of resource use

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures taken to work towards achievement of project outcomes and impact?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
- To what extent did the project leverage resources to promote gender equality and non-discrimination; and inclusion of people with disability/differently abled?

Impact orientation and sustainability:

- To what extent is there evidence of positive changes in the life of the ultimate project beneficiaries and on policies and practices at national and county levels?
- To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant Sustainable Development Goals (SDGs) and targets (explicitly or implicitly)?

- Is the project contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts at county and national levels?
- What assessment is made regarding the sustainability of the project outcomes and what steps were made to enhance the likelihood of outcome sustainability? Which were the gaps? How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 situation in the context of the national responses?
- Has the project developed and implemented any exit strategy?

Evaluation sequence

The evaluation has taking place between end of February and April 2021 and includes the following phases and tasks:

- Documentation review
- Briefing meetings (virtual) with the Evaluation Manager & Project Team members.
- Interviews
- Field visit to collect data (national consultant) (see chapter 2 for details)
- Processing data and holding Stakeholder workshop for presenting preliminary findings
- Submit (draft) Evaluation report for comments
- Submit the Final Evaluation report (addressing comments)

The detailed evaluation sequence including the field visit and a field visit report are found in Annex III. Schedule of work.

2 METHODOLOGY AND LIMITATIONS

This section outlines the methodology applied during the mid-term evaluation. It gives an account of the key methods used and their possible limitations: The documentation review; in-depth interviews with key informants; Focus-Group Discussions at field level; Questionnaire survey; and the Workshop organised by the Project in which the preliminary findings were presented by the evaluation team - which also was an opportunity to get feed-back and gather more information useful for this report). Data sources used and sampling is also mentioned here. The section also addressed quality assurance, sample selection of respondents and sites, and rationale for selecting the stakeholders for the evaluation. Evaluation norms, standards and ethical considerations are also addressed- and finally, a few words about some limitations faced.

In order to look for any trends or evidence of achievement and/or performance and to determine their relative contribution to PPDP's outputs and outcomes, data was collected through several means from many different sources, and through a *mix of methods*. Both qualitative and quantitative data and information was gathered (quantitative data was drawn from secondary sources). These are the methods used:

2.1 COMPREHENSIVE DOCUMENTATION REVIEW

The evaluation team received numerous documents and reports from the Project, which helped in reviewing the design of the Project, its efforts in implementation and status in producing the outputs and outcomes against work plans and overall goals.

The following written sources of information were used (for more details, see Annex VII. Evaluation matrix: Sources of data and information).

- PPDP Project Document; Theory of Change/LFA matrices; Progress reports; results framework matrices; work plans; and budgets.
- National policy document including United Nations Development Assistance Framework (UNDAF) 2018-2022, Kenya Vision 2030, Decent Work Country Programme (DWCP);
- List of key stakeholders to be interviewed with contact details;¹⁴
- List of names and positions of current and former technical assistance project staff and contacts;
- Technical progress reports including the inception phase;
- County Integrated Development plans for Narok and Nakuru;
- Research, strategy documents and study reports, including baseline studies and assessments, conducted by the Project through external consultants;
- All key project finance documents and records (estimates of expenditures, and contributions by the Partners));
- Newspaper articles; brochures; training guides/ training materials, and mission reports; and
- Other relevant documents on the project.

2.2 SEMI-STRUCTURED IN-DEPTH INTERVIEWS

The national consultant made face-to-face interviews with key partners in Narok and Nakuru counties adhering to social distancing. Interviews with other stakeholders outside the target counties were held virtually.

¹⁴ The list of stakeholders was received only on 1 March 2021.

The main stakeholders interviewed included;

- The Embassy of Sweden and Sida; and ForumCiv (in Nairobi and Sweden);
- ILO Project staff in Kenya, former Project staff and consultants, if possible; ILO staff at Headquarters in Geneva; technical units; PARDEV¹⁵; Decent Work Team, ILO Pretoria; and ILO Director, Country Office, Dar-Es-Salaam.
- Ministries of Health, Education, Economic Planning and Department of Trade in Narok and Nakuru Counties
- Ministry of Education and Labour; National Industrial Training Authority (NITA); and Technical Vocational Education Training Authority TVETA), in Nairobi;
- Federation of Kenya Employers (FKE), Kenya
- Central Organization of Trade Unions (COTU-K); and
- in Naivasha, private sector representatives of Akiira Geothermal and Oserian Development Country Office; and Kenya Electricity Generating Company PLC (KenGen PLC).

The in-depth interview, as an evaluation method, was selected because it can clarify, rectify and/or up-date quantitative data obtained from the documentation review. The method allows for information to be received either face-to-face, or virtually, for both factual/content-related and if sensitive issues exist to be addressed. It can provide information about internal arrangements, distribution of roles and tasks among staff within an organization – and can allow for a better appreciation of various challenges faced within the particular organisation, or by the individual interviewee, e.g. dysfunctional internal systems, mis-management of resources, and staff movements that may have hindered planned activities or events, or attaining project outcomes. The topics that the interviewers address will relate to perception and knowledge; processes, content of the program under evaluation; achievements and impact (and lack thereof); systems; work environment; challenges limitations; as well as visions.

2.3 FOCUS GROUP DISCUSSIONS

The national consultant conducted Focus Group Discussions (FGDs) in each of the two involved counties, attended by a total of **76 community members**. In Nakuru these took place in RapLands, Olkaria area and in Narok county, Suswa sub-county. The people taking part in the discussions had participated in some of the Project’s activities e.g. Right(s) Way Forward (RWF), entrepreneurship training, and adult literacy training. There were also members of Community Based Organisations (CBOs), “dialogue champions”, and Community Health Volunteers (CHVs).

The evaluation questions used are indicated in Annex VI. Data collection instruments.

The FGD, as a data collection method, was used as it allows the evaluator to pose questions, float ideas and rather rapidly get some answers. The interviewer can get an understanding of some of the issues pertaining to the participants’ divergent roles and tasks that may positively or negatively have affected the PPDP Project implementation, or follow up. FGDs are also useful as they may provide an insight into the dynamics of a work group or a group of project participants, and to pick up information that needs to be followed up - or have a “snow-balling” effect that can lead the evaluation to more individuals to approach, for more information. A limitation in using this method could be that the presence of an authority (informal or formal) among the persons attending the discussion could inhibit some persons to express their opinions or provide information freely – which (if this seems to be the case) can be mitigated by triangulation, and/or having separate sessions with some individuals.

¹⁵ PARDEV: Partnering of Development.

2.4 QUESTIONNAIRE SURVEY

A brief Questionnaire survey was designed and sent to the eleven Project staff members on 1st April - to which nine promptly responded. This served the purpose of picking up on issues and perspectives that remained unclear or needed further explanation, after interviews and meetings were completed. The questionnaire consisted of both multiple choice and open-ended questions. This method has proved to be useful in many prior project evaluations. A limitation with a survey of this kind is it may be difficult to get replies from non-ILO stakeholders i.e. from the government and social partners, due to evaluation fatigue and having to compete with official duties and priorities in their respective work places.

2.5 QUALITY ASSURANCE

To ensure credibility and validity of the results, methodological triangulation of the data/information from the various above-mentioned methods was applied, i.e. information received was cross-checked from more than one source. The methods described above were relevant for the evaluation team in finding answers to the specific evaluation questions listed in section and the team made efforts to ensure data quality and evidence to enable reliable assessments, including the Project's generation of outputs and reaching outcomes.

2.6 WORKSHOP FOR PRESENTING THE PRELIMINARY FINDINGS OF THE EVALUATION

In the (virtual) stakeholder Workshop for presenting the preliminary Findings on 9th April 2021, the evaluation team was introduced to the audience and presented the findings, followed by a Question & Answer session.

The workshop was very well attended (39 participants) representing ILO PPDP project and ILO Decent Work Country Team in Pretoria; ForumCiv; Embassy of Sweden/Sida; Ministry of Labour and Social Protection; Ministry of Education; County Governments of Narok and Nakuru; FKE, COTU-K; Swedish Workplace Programme; Akiira Geothermal Ltd; KenGen PLC; Equity Group Foundation; Narok Water & Sewerage Services Company Ltd; Ewaso Ngiro South Development Authority; National Industrial Training Authority; Menengai Oil Industries Ltd; Ministry of Public Service & Gender Affairs; Oserian Development Company Ltd; African Indigenous Agency for Development; Njoro Canning Ltd; TVET; Curriculum Development Assessment and Certification Council (CDACC); Mara Farming; and Nairegie Enkare Vocational Training Centre and Maiella Polytechnic (see Annex IX: Workshop presentation - text in the Power Point Presentation and complete list of participants).

The present draft evaluation report, is submitted to the Evaluation Manager for review. Written comments will be sought, consolidated and sent to the evaluation team.

2.7 SAMPLE SELECTION OF RESPONDENTS AND SITES, AND RATIONALE FOR SELECTING THE STAKEHOLDERS FOR THE EVALUATION

The evaluation has, in consultation with the Project management and team, made a *purposive sample selection* of respondents in interviews, and participants in focused discussions and questionnaire survey. To the extent possible the evaluation team has (through triangulation) mitigated any bias arising from the risk involved in having a purposive sampling in the selection of the interviewees. When assessing the relevance and validity of the Project strategies and activities the evaluation has been mindful of gender equality and discrimination issues (including discrimination against girls/adolescents and persons who are differently abled/disabled) – as well as the other cross-cutting issues.

In the selection of interviewees, and participants in FGDs and meetings in the project areas, the consultant made an effort to ensure, to the extent possible, that there is a balance of female and male participants (71 females and 53 males).

Table 1: Summary of respondents interviewed

Category	Female	Male	Total
CBO member	3	3	6
Community Health Volunteer	2	7	9
Community members	39	20	59
Business operators	2	1	3
Trainees	19	15	34
Trainers	6	7	13
Grand Total	71	53	124

The rationale for selecting the stakeholders to participate in the evaluation is the need to seek information from *all* involved stakeholders and partners, at national, district and community level who *in one way or other* actually have contributed to the project design and/or implementation, including membership in PAC, PSC, or technical committees. For the in-depth interviews, the evaluation selected key officials of ministries; county governments and other government or state-owned authorities; private sector partners; Embassy of Sweden, ILO PPDP current project staff and former project staff; ILO staff in Kenya, Geneva, Dar and Pretoria and at project level; and one former ILO consultant (who had been involved in the project at an early design stage); ForumCiv staff at national and project level, and last but not least, CBOs and community members also at project level (Annex IV. Persons interviewed and consulted).

2.8 EVALUATION NORMS, STANDARDS AND ETHICAL CONSIDERATIONS

The United Nations Evaluation Group (UNEG) norms and standards for evaluations (revised in 2020) has been adhered to in this evaluation process¹⁶, as well as OECD/DAC Evaluation Quality Standards (2010), which is followed by the ILO.

The ILO's policy guidelines for results-based evaluations (2020)¹⁷ and relevant Guidance Notes have been observed.¹⁸ Regarding gender issues, ILO guides are also relevant, such as Guidance 1.1 Integrating Gender Equality in Monitoring and Evaluation; and ILO Action Plan for Gender Equality (2018-2021).

2.9 LIMITATIONS AND MITIGATIONS

Due to the Covid-19 pandemic, the evaluation team leader was not able to visit the country which was mitigated by maintaining regular and frequent communication with the evaluation team member in Kenya and e-mail correspondence with the Project staff and some other interviewees in order to clarify issues. At times, there were some issues with which online platform was the best one to use, and internet connectivity – however, these were not too difficult to overcome and did not affect the content of the report.

¹⁶ Source: <http://www.unevaluation.org/document/detail/2866>) revised in 2020

¹⁷ ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 4th Edition, 2020.

¹⁸ Checklist No. 3 (Writing the inception report); Checklist No. 5 (Preparing the evaluation report, including the two templates for Lessons learned and Emerging good practices); and Checklist No. 7 (Filling in the title page).

3 EVALUATION FINDINGS

This chapter outlines the findings of the evaluation, responding to the key evaluation questions in section 1.2.

3.1 RELEVANCE

The Project is complex with many actors involved, and requires that there is a balance of public and private interests, representation and participation. It has been able to create synergies, and has made good efforts to instil a sense of accountability from the involved private companies and country governments, and in demanding that all parties contribute - in kind, financially and/or providing technical or other advice. Traditional roles of the development partner (“donor” agency) as well as e.g. the country government have been challenged in terms of the donor providing all the funds and the government participating, or giving its blessing to the project activities has been turned around. The change in mindsets among the partners that has occurred, has not been accomplished without a struggle.

Building on the PPDP model has created knowledge, developed skills and job opportunities and encouraged private companies and local governments, in particular, to better address social and environmental challenges that the population in the project areas are facing. The combination of the change of attitudes and results are assessed as an important impact build on further.

The Project is well aligned with UN, ILO, Sweden and Kenyan policies and priorities. The ILO has implemented projects in many areas in Kenya since independence, in many areas, including employment creation; youth and women’s entrepreneurship development; labour relations; and the elimination of the worst forms of child labour (WFCL).¹⁹ Kenya’s Decent Work Country Programme (DWCP), Priority 1, on “Employment promotion of women and men including young people, persons with disability and other vulnerable groups have increased access to decent jobs, income and entrepreneurship opportunities”. It is also in line with the ILO Programme & Budget (2020-21) in its Outcome 4, on “Promoting sustainable enterprises as generators of employment and promoters of innovation and decent work”; and Outcome 5, on “Skills and lifelong learning to facilitate access to and transitions in the labour market.”

Furthermore, it follows the intentions of the United Nations Sustainable Development Cooperation Framework (UNSDCF) to the Government of Kenya, under the Delivering as One (DaO), as it contributed towards the Strategic Result Area 3, on sustainable and inclusive growth. The Project is also completely in line with two Sustainable Development Goals (SDGs 4 and SDG 8), which are about “ensuring inclusive and equitable quality education and promoting life-long learning opportunities for all”, and promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, respectively.

Through the United Nations Development Assistance Framework (UNDAF) under the Delivering as One (DaO) UN common framework, the project contributes to Strategic Result Area (SRA 3) on Sustainable & Inclusive Growth.

Sweden’s strategy covering 2016 – 2020, the period during which the PPDP was developed and took off, mentions that improved and diversified income opportunities for people living in poverty in rural and urban areas was to be in focus during the period. Apart from decent working conditions for young people and women, the strategy included productive employment; opportunities in the formal and the informal economy (and formalisation of

¹⁹ Source: *Decent Work Country Programme for Kenya 2013-2016*. The new DWCP is under development.

informal jobs); and financial services for SMEs. *Renewable energy and trade, interaction and collaboration with private sector actors* was also part of the strategy, in particular in relation to a) environment, climate change, water and renewable energy; (b) agribusiness products and value-chains; and (c) skills development and productive employment.²⁰

The view of Sida is that leveraging the private sectors' resources, skills and innovative solutions will reach development results and the joining of hands in the public and private sectors can achieve better results than any of the parties could achieve on their own.²¹

Sweden's current strategy for development cooperation in Kenya (2020-2025)²² aims at creating opportunities for productive employment, decent working conditions and greater economic empowerment, especially for women, young people and marginalised groups, including refugees. Vocational training and competency development is part of the strategy. The work of the Embassy should now include:

- 1) Strengthened respect for human rights, democracy and rights principles, including reduced corruption; and
- 2) Increased equality, including reduced gender-based violence and access to, and respect for, sexual and reproductive health and rights (SRHR).

Among the evaluation questions related to relevance (see section 1.2) concerns the Project's relevance pertaining to "leveraging the ILO contributions through its comparative advantages, including tripartism and international labour standards". The consultation with a representative of one of the three ILO constituents, the MoLSP, revealed that the PPDP project fits in with the national policies on promoting youth employment as its part of the ministry's mandate - including its focus on promoting marginalised and semi-skilled people to participate in TVET and employment placement. **The ministry would like to see the project expand to include more areas in the country.**

The Ministry informed that there was a budget reallocation for 2020 to 2021 which "greatly dented programs in the entire government". For instance, labour inspection has been reduced to half but remuneration of staff has not been reduced, thus regarding the VTCs, the conditional grant that provides 15,000 Kenyan shillings per *learner*, is not affected by the budget cuts (the national government provides an equal amount).

Decent work, labour rights and equal opportunities should be important concerns for the Project. The consultation with the COTU representative brought out an important information/perspective, relevant to the Project. For instance, **some employers are taking advantage of the fact that there are a few jobs available in the areas**, and are keeping interns who already have graduated at the work place for a long time without getting paid, while they are waiting for better job opportunities – and "this is not right".²³

The Project has had cooperation with the following projects:

The "Better Utilization of Skills for Youth (BUSY)" regarding skills forums and knowledge sharing. It has been involved in the ILO PPDP project in Zambia regarding a knowledge

²⁰ Source: *Mapping study: Productive Employment with Decent Working Conditions within Swedish bilateral and regional development cooperation strategies in Sub-Saharan Africa*. Final report, 19th of June 2018. Author: Lotta Nycander, Consultant for FCG, Sweden.

²¹ Source: Public Private Development Partnership – Sida, <https://www.sida.se/en/for-partners/private-sector/public-private-development-partnership>

²² Source: *Strategi för Sveriges Utvecklingssamarbete med Kenya 2021-2025*, Utrikesdepartementet, Bilaga till regeringsbeslut 2020-12-17 (Strategy for Sweden's Development Cooperation with Kenya 2021-2025, Department of Foreign Affairs).

²³ As the evaluation team could not interview the FKE representative, it is not known what perspective the federation would provide on this same issue.

sharing workshop in Lusaka (PPDP Kenya partners participated in the workshop). PPDP Outcome 1 NPO represents the ILO in one of the UN's reporting pillars. Under Outcome 2, the PPDP project worked closely with UNDP to document the success story of enterprise development work in Suswa by the overall UN team.²⁴

Furthermore, PPDP and an ILO project entitled "Partnership for improving prospects for forcibly displaced persons and host communities" (PROSPECTS) have jointly supported, and participated in, a national event on the Youth Employment Conference, held on 19-20th November 2020. One of PPDP's partners was a guest speaker who spoke about the Project and issues to do with disability.²⁵

3.2 VALIDITY OF INTERVENTION DESIGN

The evaluation has scrutinised the Project's Logical Analysis Framework (LFA) and Theory of Change (ToC) matrices. **It is assessed that the internal relationships between the elements basically are logically designed and clear**, meaning that the activities lead to the outputs, which in turn contribute to the four outcomes, which in turn, should contribute to the development objective of poverty reduction and improved living conditions (see the Theory of Change matrix in Annex X).

The Project structure includes three distinct levels of engagement:

- A policy level engagement manifested in a Project Steering Committee (PSC), tasked with governing the formal and legal relationship between core parties;
- Sectoral level engagement manifested in a Project Advisory Committee (PAC), tasked with providing strategic direction and guidance over project implementation; and
- Operational level engagement, with a Project management team providing oversight on project implementation.

There are also technical working groups for specific areas of implementation.

The evaluation found that the Project does not have a dedicated policy outcome. Although the PAC (sectoral level) is supposed to "review and advise the PSC (policy level) on policy matters" the fact is that there is *no outcome, output or indicator* mentioning policy in the ToC/Results framework.²⁶

The period for developing the design of PPDP at various stages, as well as consultations with the Partner organisations (i.e. *pre-inception* phase) was **lengthy and costly**. A number of officials and consultants were involved in generating the ideas that eventually materialised in the Project Document, which is the steering document for the Project. The Project could only take off several years after preparations had started.²⁷

It was crucial that key partners would be fully on board, i.e. actually participating in the decision-making on how the Project would be set up. They needed to appreciate what was to be expected of them in their respective roles in supporting the work towards the goals, in particular as they would make actual contributions and avail resources to the activities. The members of PSC and PAC needed to understand what were their tasks and, furthermore, Sida insisted that ForumCiv would not be working as a sub-contracted Non-Governmental Organisation (NGO) to the ILO – which has been the most common arrangement in ILO projects where NGOs are taking part e.g. in ILO social protection, or child labour projects.

²⁴ Source: PPDP Project staff

²⁵ Source: E-mail correspondence with Project staff.

²⁶ Source: PPDP Project Document, p. 37

²⁷ Source: Interviews.

Instead, Sida insisted that ForumCiv would perform its role as an equal partner to ILO. ILO, reportedly did not first agree to this arrangement, but eventually administrative issues could be solved.

The PPDP project design allows private companies to be implementing partners meant to promote sustainability and ownership. It includes a one-year pre- inception period to allow for collection of baseline data and a 10-months inception phase in which a robust sustainability analysis was to be carried out identifying and analysing the factors that were likely to impact, either positively or negatively, the sustained delivery of the PPDP benefits.²⁸ A specific exit strategy is not mentioned in the Project Document.

Finally, the question to what extent the “design is realistic” is not easy to answer at this stage. Clearly it reflects a good deal of optimism and expectations that the private sector as well as the public sector would embrace the PPDP concept and model, and also ensure that what has been laid out would continue after the closure of the Project. The assessment is that it is not unrealistic as such but many factors need to be in place for full success, including an end pandemic within the coming year.

3.3 EFFECTIVENESS

Covid-19 pandemic risk assessment

The unexpected onset of Covid-19 pandemic, from mid-March 2020, has **affected the Project implementation and some results negatively**, as it has led to interruptions and delays of many activities. The developments in the coming months and year are uncertain. The Project has inserted a “new risk” in its risk register, associated with “high likelihood and high impact” regarding reaching the goals.²⁹

The Government directives and restrictions on travel made it difficult for all, including staff members’ visiting partners and project areas. **Training institutions closed** which caused delays in project implementation in all areas. The situation has had consequences for the private sector as many companies have had to downsize and lay off staff, including Akiira Geotherm - one of the most important Project partners – where drilling operations have been severely affected. **Akiira will renew its efforts** in identifying more investors to fund its drilling operations. Sida’s attempt to provide a loan guarantee to the company has not materialised for several reasons.³⁰ If Akiira is not able to mobilise enough resources, this will continue to affect PPDP implementation – defined as a “new risk”.³¹

In April 2021, the evaluation has been informed that the pandemic led to **closure of the partner VTCs which delayed assessment and certification of graduates** – a problem that was nationwide. *Teenage pregnancies and early marriages are also clearly an effect of the situation* (see cross-cutting issues). The pandemic also impacted negatively on opportunities for the PPDP beneficiaries in industries, i.e. in Partners’ possibilities to provide industrial attachments, internships and employment opportunities.

Due to the limitations, the Project had to be innovative in its use of virtual platforms, online training and meetings to increase implementation of planned activities, and to produce the planned outputs. “Engagement and re-engagement meetings” have been held. The work has also focused on increasing the contributions from partners and County Governments of Nakuru

²⁸ See Output 4.2 (“a mechanism for sustainability is established and operational”) includes a sustainability analysis, a private sector engagement strategy; and MOUs with commitments and index contribution (private sectors).²⁸

²⁹ Source: Project risk register, Annual report, 2021, p. 52.

³⁰ Source: Sida/Embassy of Sweden representative.

³¹ Source: Annual Report, April 2021.

and Narok. Developing strategies to guide and enable project partners to take up more responsibilities towards sustainability and ownership has also been in focus.³² Through re-scheduling and re-engagement efforts, it is expected that the Project will be able to pick up and continue many activities in the coming months.

The project achievement to date is accounted for below - related to the four Project Outcomes. The below sections reflect the progress, results, shortcomings and challenges in the Projects efforts.

Relevant and quality skills resulting in decent jobs - Outcome 1

The first outcome addresses VTCs and other training institutions, providing relevant and quality skills – resulting in decent jobs for your women and men. Four VTCs are participating in the Project, partly equipped. These institutions are Mirera and Maiella (Nakuru County) and Narok and Nairegie Enkare (Narok County). The project reports that, in total, **106 trainees who acquired demand driven technical skills have obtained both permanent and temporary employment** from project partners and other organisations, with monthly incomes between KES 6,000 to KES 50,000.

Three outputs were to be produced within the lifetime of the Project, i.e. by October 2022, to contribute to this outcome. The VTCs were to produce graduates with skills and qualifications demanded by the private and public sector (*output 1.1.*) This is estimated to be delayed.³³ Trainees in 4 VTCs were to be assessed and certified to obtain artisan grade III certification in April 2020 - but due to Covid this could not take place. NITA developed five courses in electrical installation, welding, plumbing, food and beverage production (380 trainees enrolled - 254 male and 126 female; that is 48 per cent achievement of the ultimate target). Five courses were reviewed under the TVET CDACC curricula, in electrical installation, plumbing, welding, food and beverage production and fashion design technology. There were delays in the development of learning guides, assessment and mentoring tools for five CDACC courses.

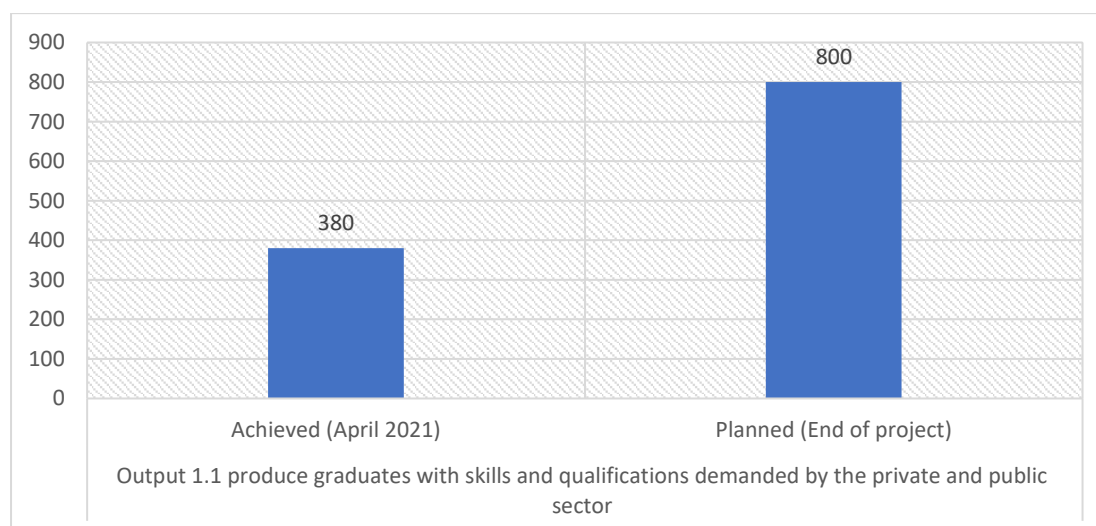


Figure 1. Status of producing graduates (output 1.1 Source: TVET staff during field visits)

From the discussions during the field visit, it transpired that the technical courses will provide opportunities for the trainees within the industries around the area, contribute to self-employment and capitalise on new opportunities expected to arise. Some of these opportunities

³² Source: Semi-Annual progress report Progress Report, 16th March 2020 to 15th October 2020

³³ It is noted that the Project planned to produce 800 graduates – 400 of which would be graduated in year 3. This is a very ambitious goal. Project staff opined that this would have been realistic if Covid 19 had not disrupted the activities.

are construction of the Naivasha Dry Port and the on-going extension of the Standard Gauge railway connecting Nairobi to Nakuru county (the jobs around these new developments will require personnel with welding and electrical skills).

The Technical University of Kenya has been working to develop four courses (through an external collaboration contract) in leather technology, sewer plant operations, computer repair and maintenance and painting and sign writing – however, this has not been completed and the Project has indicated **non-satisfaction with this delivery and closed the contract**.

On the positive side, the County Governments of Nakuru and Narok have been able to equip **four VTCs** with tools and equipment as part of their contributions to the project as per the signed Memorandums of Understanding (MoUs) (the target was only 1 VTC to be equipped). Furthermore, 57 (30M:27F) VTCs Trainers have completed Training of Trainers (ToTs) courses and received certification.

The agreement with the PPDP partners in the private sector, and public institutions is that they will provide attachment and internships opportunities for young women and men from among the communities in Narok and Nakuru counties (*output 1.2*). The cumulative total of those have accessed industrial attachments is 195 (121M:74F). **Four new partnerships have materialised in year 3**, with Ajiry/Centum, Njoro Canning Company Ltd, and Menengai Oil Refineries Ltd and Mehta Electricals which will give new opportunities in this area. In total, 31 Instructors (6F:25M) have benefited from the “up-skilling” (physically) in industry through the partnership with KenGen PLC - at the Geothermal Training Centre. Other capacity building sessions such as pedagogy and competency-based education have also been held (virtually) in partnership with Kenya Technical Trainers College (KTTC) and TVET CDACC.

Part of the work is to support the involved County Governments to develop strategic plans for vocational education and training (*output 1.3*). **This has been well achieved as Strategic Plans were finalized and validated** for Mirera, Maiella, Narok and Nairegie Enkare vocational training. Also on the positive side, ten good practices have been adopted from these strategic plans.³⁴

The Project staff, together with County Government officials in Nakuru and Narok, recently visited Bungoma to learn more about a **potential new partnership that could help to further equip the VTCs**, namely “Tools to Work”.³⁵ This is a social enterprise (not-for-profit organisation) based in The Netherlands, largely depend on volunteers but also on other partners.

Apart from holding partnership engagement and re-engagement meetings virtually, as well as training events, as mentioned above, community beneficiaries and trainees in the counties have **produced masks within the TVETs** to prevent the spread of the Covid virus and water tanks were procured to enable the VTC to mitigate risk in spreading the virus.³⁶

³⁴ These are the eight “good practices”: Construction of additional **classrooms and workshops**; **Master plans** for vocational training centres; **Marketing** of VTCs; Promoting **visibility** of the institutions; **Capacity building** of instructors; **Office** for industrial attachments and a liaison officer/instructor at Mirera polytechnic; **Mentorship forums** for trainees; **Provisions of tools** and equipment; **Repair and maintenance** of existing tools and equipment; and finally purchasing a multi-purpose **vehicle** for vocational training centres.

³⁵ Source: In Africa it is directing its support to Kenya, Uganda, Kenya and Sierra Leone.

<https://www.toolstowork.nl/toolstowork/wp-content/uploads/2018/03/Summary-Annual-Report.pdf>.

³⁶ E-mail correspondence with a ILO PPDP project staff member.

Table 2: Maiiela VTC enrolment, Nakuru in 2019 and 2020(Source: PPDP Project staff).

	2019			2020		
	female	male	total	female	male	total
Courses:						
Motor vehicle mechanics	2	33	35	2	37	39
Garment making and fashion design	14	6	20	22	6	28
Hairdressing and beauty therapy	27	3	30	32	2	34
Agribusiness development	2	4	6	-	10	10
Electrical installation	3	40	43	2	37	39
Total:	48	86	134	58	76	150



Figure 2. A mask to prevent the spread of Covid 19, PPDP project (photo by Silas Ochieng).

Some challenges to outcome 1

- There have been delays in partners’ fully acting on their commitments;
- The Technical University delayed the finalisation of the competency-based curricula;
- The impact of the pandemic on

private sector partners has decreased opportunities for training at work places, employment opportunities; and

- Some trainees left the training courses because they felt they are too long.

Voices from participants:

“The population in Maiiela is growing and new structures are under construction. The whole area has one Welder and we need more of our trainers to take advantage of the opportunities” (*Maiiela Vocational Training Centre*).

“This course is very marketable since there are few plumbers in the market. I managed to get a job after my internship but I couldn’t take it up since I haven’t sat the final” (*Trainee, plumbing course, Mirera VTC*)

New and growing businesses created resulting in decent jobs - Outcome 2

This second outcome, with its three supporting outputs, reflects the need to address the weak informal sector in the selected areas. The PPDP project planned to **identify sustainable economic opportunities and assess training needs** (*output 2.1*) which was completed already during the second year (100 per cent completion). During the third year, it has been able to identify five more economic opportunities: Solar energy business; leather processing and value addition; aquaculture; tree seedlings, and the installation of biogas.

The PPDP planned to select young women and men to be trained in business development (*output 2.2*). Over 600 women and young men in Narok and Nakuru Counties are trained³⁷, and already existing **250 business entrepreneurs received support/technical advice and have created employment opportunities for others**. The training has been delayed during the last reporting year, due to Covid. However, in partnership with Equity Group Foundation, 90 selected women and men entrepreneurs were trained on aspects that included saving, budgeting, debt management and keeping records. In addition, 18 (14M: 4F) entrepreneurs were trained on solar products management and marketing practices (in partnership with Dlight solar company) and all are running solar businesses, 10 in Suswa and 8 in RapLands, according to the Annual report 2021. The target for this output is 200 women and men trained (for year 3) with business plans within 6 months after they had been trained but due to Covid, and the ban on holding public meetings **no trainees have finalised any business plans as no physical gathering could be organised for this training exercise**.

The Project has committed to conduct “post-training support” which would include business development services, linkages and access to finance (*output 2.3*). Twenty-two Memoranda of Understanding (MoU) related to this output have been signed, only during this third year, with Narok county government; Nakuru County; Equity Group Foundation; and Dlight Solar Company. This has resulted in 110 (65 women: 45men) persons having **received post training support this third year which is half of what had been set as a target**. The Narok Tannery, in partnership with Ewaso Nyiro South Development Authority, has enrolled trainees for a 3-months training on leather processing and production of bags, shoes, belts and key holders.



Figure 3. PPDP Leather processing and production (photo by Silas Ochieng)

The Project activities led to 108 women being linked to finance providers - such as Equity bank, cooperatives bank and Dlight Sacco – to enable them to boost their small enterprises. Out of these, 18 have accessed finance from Dlight solar company and 90 have

accessed informal sources of finance i.e. “Merry Go Rounds”, family savings and table banking. Discussions took place with in Kiambu in March 2021, with the Kiambu County and KCB foundation regarding possibilities to give loans to SMEs with reduced interest rates. A positive development is that the Nakuru County Government currently is drawing MoU with KCB regarding this issue.

Also, discussions were held with the Nakuru County, regarding its **Enterprise Fund Bill**.³⁸ In its support to operationalise the bill, PPDP made efforts to ensure that the terms and conditions of utilizing this fund would be acceptable to the small-scale traders and entrepreneurs participating in PPDP project (including terms of repayment and interest rates) - as well as

³⁷ Source: *Tracer Study*, PPDP

³⁸ In 2019 an article states that this was KES 27 million revolving fund meant for businesses – but was “lying idle” (source: <https://www.standardmedia.co.ke/business/article/2001342924/nakuru-to-speed-up-law-on-funding-businesses-as-sh27m-lies-idle>)

some Covid 19 recovery grants to entrepreneurs. This is something the Project can fast track and convince Narok county to replicate the same. The Annual report 2021 states that the “County is committed to cover all the SMEs under the PPDP project once implementation starts.” **It will be important to follow the development of the implementation of the Bill during the Project’s last year.** A much less sustainable alternative (but perhaps faster) is the Hand in Hand Eastern Africa (a Swedish NGO), with which the Project has been in contact. **This NGO provides micro loans** from its own fund to entrepreneurs (mainly women), who cannot provide any collateral. More than 15,000 micro loans of approximately KES 12,500 each have been distributed in Kenya³⁹.

Other PPDP activities are to identify business opportunities for SMEs in value chains of large companies (*output 2.4*). As seen above, the **cooperation with Dlight resulted in 18 traders starting solar energy businesses.** The Annual report 2021, states that through this partnership, these energy entrepreneurs got a commission of KES 40,000 and made a portable sales worth KES 170,000. Related to this aspect is the **partnership with a local bead exporter** who purchased products made out of traditional *Maasai* beads from 21 women entrepreneurs in Suswa. The report claims that the women made an average of KES. 94,000 (USD 940) in a month from these sales. During the third year, the PPDP also managed to conduct one (March 2021) training event on value addition, namely the **processing of hides and skins for leather products such as bags, shoes** etc. and 10 (3M7F) entrepreneurs participated in this course at the Narok Tannery.

Voices from participants:

“I have been doing business. Before the training, I didn’t know whether I was making profits or not. After the training, I keep records for every transaction and even make savings”. (*Young female, former trainee in entrepreneurship training in RapLands.*)

“People never regard farming as a business. After the training, I ventured into beans production out of which, I harvested five bags, sold four and retained one bag for household consumption”. (*Young female former trainee in entrepreneurship training in Suswa.*)

Some challenges to outcome 2

- High illiteracy level among the participating communities (mitigated by using adapted training packages);
- High expectations on the Project from the participating communities and prevailing “dependency syndrome” (managed through sensitization and capacity building); and
- Less than expected contributions from some key partners.

Public and social services, and accountability of duty bearers - Outcome 3

Kenya’s Public Participation laws and policies are key for the Project’s work in the communities under this Outcome 3. The Rights Way Forward (RWF) methodology has been used to equip communities in Suswa and RapLands with skills to enable them to lobby and advocate for their rights to basic services in the areas of water, sanitation, health, education and basic rights of workers (*output 3.1*). Various training events were organised for officials and community members. 1,197 people have been trained. In its third year, it managed to train 352 (122M: 130F) people in **lobbying for improved services** (Annual report 2021).

Women have taken up leadership positions in community groups and organizations and it is reported that **men have supported women's leadership.** PPDP has also undertaken adult literacy classes conducted by Community Mobilisers, employed by the project, which has

³⁹ Source (Swedish): <https://www.handinhandsweden.se/hand-in-hand-eastern-africa-bidrar-i-kampen-mot-valdet-i-kenya/>

involved 428 people (236M, 192F). Furthermore, 900 young people have been reached (virtually and physically) during the International Youth Week in 2020 organised in cooperation with the PROSPECS ILO project. The event involved messages to pursue their talents and develop their skills.

A “dialogue platform” was formed to facilitate **discussion and participation in County governance/decision-making spaces together with the duty bearers** (*output 3.2*). These events have, among other, resulted in:

- Training 40 CHVs on Covid-19 in Naivasha;
- Formation of seven water committees, mapping of water sources, feasibility study, and eventual design of the Naivasha -Suswa water project;
- Commitment by the ward administrator to lobby the department of water to allocate funds for the Suswa water project, in Narok;
- Commitment by the County Government of Narok to fund the water project to a tune of KES 6.3 Million;
- Commitment (“buy-in”) by KenGen Plc to support the implementation of the project in Nakuru- Rap Lands.
- Political goodwill to implement the Suswa Water project;
- Declaration by ten high-level duty bearers and community leaders on actions towards ending Female Genital Mutilation (FGM) in Narok by 2022 (related to Day for Zero tolerance against FGM; and
- Capture of 6 community action plan issues in the County Government of Narok Fiscal Strategy paper 2021/22.

Twelve Community Action Plans were developed to improve access to public and social services (*output 3.3*) addressing various priorities and this outputs was fully achieved. The evaluation has been informed that the plans were based on twelve workshops organised in the Eluai and Oloserian communities, and twenty-one workshops in RapLands, based on a plan agreed upon, and guided by the community facilitators.⁴⁰

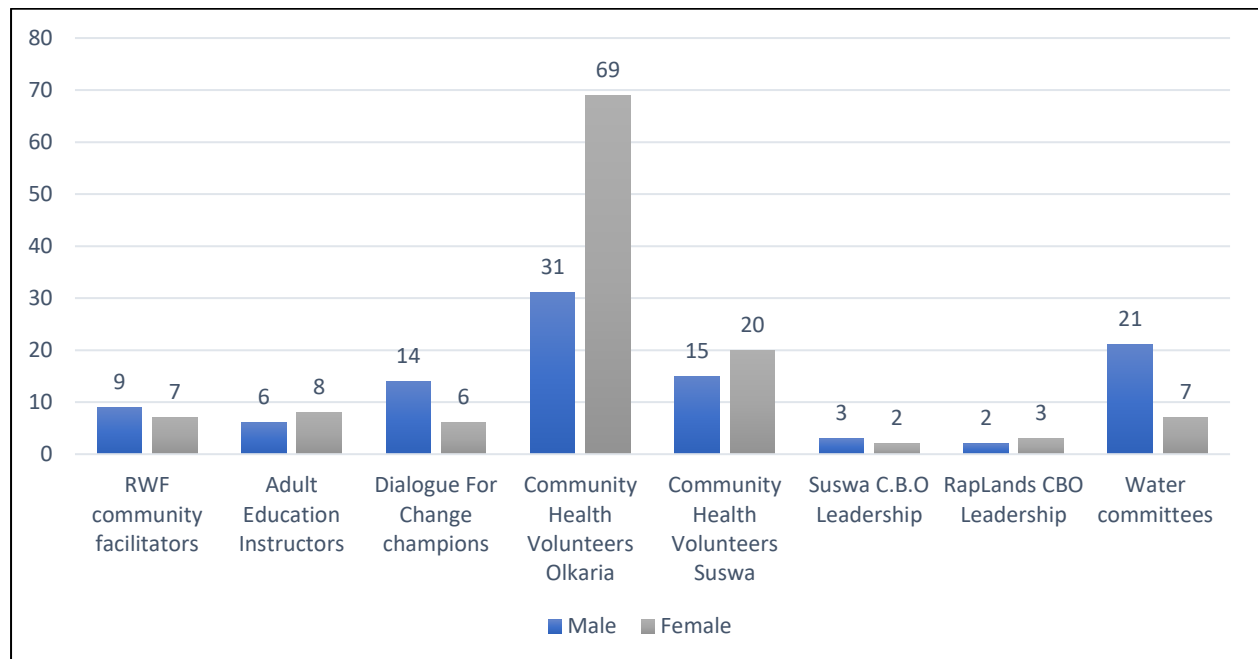
The priorities were access to quality of health services, water and sanitation; quality of education in both counties; gender equality; rehabilitation of infrastructure (roads and gullies); environmental conservation; youth empowerment; access to information from the government; improved services by duty bearers; better relationships between communities' service providers and duty bearers; and better Covid-19 response. One of the successful results of advocacy emanating from these plans is the dispensary in Suswa, and equipping of Raplands's dispensary.

Communities were also **trained on conducting social audits** on public and social service provision and on social accountability with the “Dialogue for Change Champions” – a team representing facilitators, adult instructors and CHVs – however, no actual social audits were carried out (*output 3.4*).

The table below shows the extent/level of inputs into the work under outcome 3 which involves mobilising and interacting with the communities through the Right/s Way Forward concept; adult education; Dialogue for Change; CHV, and the engagement of the CBOs.:

⁴⁰ Source: Project field and national staff.

Figure 4. Actors engaged in the Outcome 3 activities



Source: Field visit interviews.

Voices from participants (outcome 3)

“After adult classes, I have been able to support my son in school to complete his homework. Before, I couldn’t”. (Participant in adult literacy class, Suswa).

“I am able to read, write and do basic arithmetic using the calculator on my phone. I even know how to send SMS” (beneficiary of adult literacy class).

“We didn’t know we were entitled to Constituency Development Funds. After understanding the CIDP, we were able to approach the Ward administrator and now our children can access CDF funds to subsidise school fees”. (Participant in focus group discussion, evaluation field visit, RapLands.)

Some challenges to outcome 3

- The PPDP MoUs mainly focus on *skills development* but MoUs should also address the Parties involved in contributing to outcome 3.
- An essential element of the Kenyan Constitution is public participation which exists to promote democracy and ensuring people’s opportunities to be part of the government’s decision-making processes.⁴¹ The evaluation found that one of **the key challenges and priorities during the remainder of the project’s gains in public participation in policies and laws, in the two counties** - particularly in the budget process and legislative processes. An example is advocacy for budgetary allocation to vocational training strategic plans.
- Coordination of work with co-implementers and inter-agency coordination;
- Bureaucracy within government institutions;
- Low ICT capacity for using computers and internet (necessitating face-to-face meetings).

⁴¹ There are several laws form the legal framework for Public Participation. Source: <https://www.afrocave.com/public-participation-kenya/>

- Low “buy in” of the Project by political leaders/government officials their perceptions that the scope/scale is small; The project is viewed as a “Suswa and RapLands project”.
- Travel restrictions (Covid-19);
- In the RapLands and Suswa communities, access to water is at the top of priorities and women spend many hours in walking to fetch water – time which is “lost” and cannot be spent on any economic activities to support the families.
- The community mobiliser from Akiira, who played a very important role both in the conception of the Project and during its phases has left her employment.

Strengthening project management and coordination - Outcome 4

The Project management and coordination included the setting up an institutional mechanism for planning and implementation of the PPDP strategy (*output 4.1*), which has included consultation meetings with the Partners (county executives, chief officers, and directors), on issues related to progress, successes, lessons and challenges.

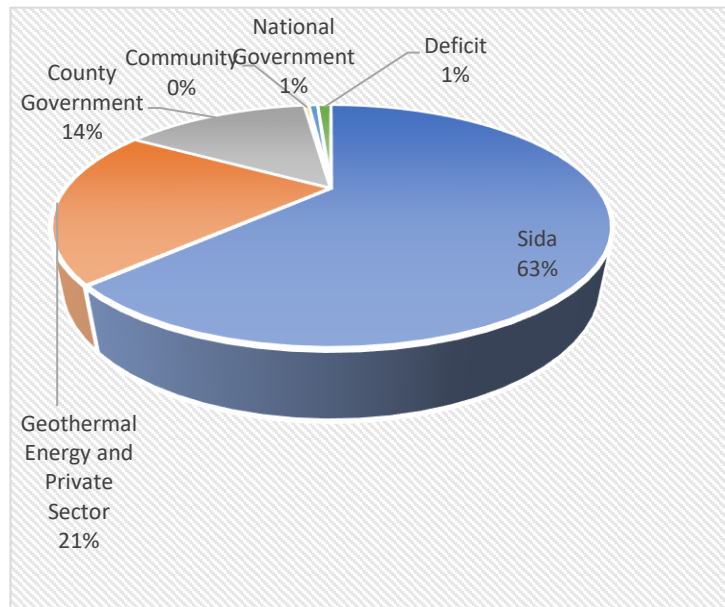
The agreements signed with Equity Group Foundation (EGF), Ajiry/Centum Group and Njoro Canning Factory are also the result of work done under this outcome. EGF committed to financial management training, digital literacy, E-marketing training and loan services at its expense. The Project is expecting that the agreements with these private sector actors will give beneficiaries opportunities such as job placements, industrial attachments and internships, training, mentorship for the Vocational Training trainees.

The Project completed the setting up of a project Monitoring and Evaluation (M&E) framework during the second implementation year (2020). The National Project Coordinator (NPC) is responsible for the managing the M&E system of the entire project.

The coordinator has held weekly meetings with the staff. Project Steering Committee (PSC) meetings have been held, however, there have been technical challenges for some to participate in virtual meetings. Perhaps **the most challenging aspect of the whole PPDP project is the work to establish a mechanism for sustainability and make it operational** (*Output 4.2*). The PSC has endorsed the Sustainability plan, and will attempt to increase the project’s visibility within the national government. The Project, led by the NPC, has had two meetings to discuss progress and sustainability with the Governors’ offices in Nakuru and Narok respectively (October-December 2020) and key Partners. It has been agreed that it is PAC that will implement the sustainability plan. The meetings resulted in more commitments (additional resources) made by these offices to support the PPDP project implementation.

Part of producing this output is also to regularly monitor the contributions made by the partners and account for any changes. Sida’s contribution is USD 4,870,000.00 while the partners’ contribution (in kind and financial) is USD 2,809,546.56 (see figure 4). Finally, it was found that the Project’s communication strategy has not been quite adequate.

Figure 4. Current contributions to PPDP project



Source: PPDP draft Annual Report, April 2021

Part of the role of the project coordinator is ensure **knowledge management and developing/maintaining a communications strategy** (*output 4.3*), which has been developed and e.g. included rescheduling the MTE from 2020 to 2021 due to the Covid pandemic challenges.

The PPDP Project Document foresaw that the Project would attract significant media attention, which would greatly contribute to the PPDP’s visibility in the country.

The evaluation found that the **PPDP Project would need to become *more visible to the general public, and attract more attention from potential partners both among the public – and eventually share its rather unique experience and lessons.***⁴² The intention described in the Project Document is as: “..Knowledge hubs hosted by private sectors will be established to encourage sharing of best practices and knowledge management” and “significant media attention” would greatly contribute to the PPDP’s visibility in the country⁴³. It also mentions “publication of a range of project reports, policy and action briefs, a guidebook on PPDP approaches and lessons learnt as well as regular media communication will be emphasized.” This is an aspect that needs more focus during the Project’s last year.

The overall M&E task of the entire Project is the responsibility of the NPC, however the ForumCiv, being a different organisation, also has an important M&E role as it implements Outcome 3 and it has to fully account to the NPC on its performance. The NPC introduced the concept of working together as one team as best practice, so that **PPDP is managed under one portfolio**. The NPC and the ForumCIV officer work together on all M&E matters of the entire PPDP project.

⁴² There are a few other ILO PPDP projects such as in Zambia and Somalia, implemented under quite different circumstances Source: Interviews, and the final evaluation of a Project in Zambia entitled *Skills Development for the Renewable Energy Sector – A Public-Private Development Partnership in Zambia*, by Lotta Nycander and Mushiba Nyamazana.

⁴³ PPDP Project Document, p. 41.

Challenges related to outcome 4

- Having the responsibility for the Project management with the limitations imposed by the Covid-19 situation.
- Advocating for integration or anchoring the project's gains made regarding public participation in policies and laws, in the two counties - particularly in the budget process and legislative processes.
- Communities that have participated in the project have become more aware of their rights, which in turn has caused some stakeholders (politicians) to criticize the Project.⁴⁴ Meetings to spread information to mitigate this trend have been held. In some context, the Project from other political quarters has been seen as “radicalising the community”, a perception with the Project has tried to “demystify” through raising the awareness of its intentions and the goal of the Project among the local leadership;
- Other challenges faced relate the government directives, interagency coordination issues, and lack of full contributions from e.g. Akiira Geothermal –caused by its financial position;
- Delays in contributions from the two County Governments to the Project; and
- Changes/transfers of key County Government officials staff that have affected the engagement for the project.

⁴⁴ Source: Annual Report, 2021

Cross-cutting issues

This section looks the extent to which the Project has been able to develop strategies to integrate/mainstream the cross-cutting concerns mentioned in section 1.2.

Regarding **environment preservation**, a simplified assessment on climate change and environment was conducted in Suswa and RapLands. The exercise led to the identification of opportunities for positive impact, risks and vulnerabilities emanating from climate change - among other issues. The Project has also included environmental conservation in the twelve action plans developed with the involved communities. Further, the communities were trained on their rights which included aspects of clean and safe environment and clean water.

Green jobs have been part of the jobs created from the trained enterprises, and small businesses addressing/working with solar energy products.

Regarding **gender equality** issues, the Project conducted a Gender Analysis study that commenced in late April 2019, with the final report produced on 12 August 2019. The purposes of the study were: a) exploring how the needs of women and men, respectively, had been accounted by the Project and how to address gaps. b) assessing what understanding the PPDP partners' and stakeholders' have of gender issues in the context of skills and entrepreneurship development; c) identifying key lessons and tools to inform the shape and direction of future programme work and ensure gender can be mainstreamed practically and effectively; and identifying opportunities for specific projects and initiatives with a gender focus. The analysis report was followed by a PPDP Gender and social inclusion Action Plan, which has been referred to in the progress reports.

It was well known from the onset that the involved indigenous communities (notably the Maasai) are highly patriarchal with a strict division of culturally ascribed gender roles, defining the boundaries for what women/girls can or cannot do. Thus, engaging communities to allow the young women to participate in Project activities away from their homes has required a concerted effort from the part of the community mobilisers. Several stakeholders have witnessed a "change of mindsets" among the communities, as a result of the awareness raising campaigns run by ForumCiv, changed community attitudes towards women. The fact that girls/women came to participate in recruitment meetings to be enrolled in the training courses is said to be a sign of change. To some extent, the Project has been able to encourage young women to be enrolled in VTC training for "non-traditional" (male-dominated) occupations, and some have chosen to be trained in welding for instance. However, it is also clear that it has been difficult to support young women in making education and job-oriented choices –and to continue training until graduation and certification.

The evaluation's field visit revealed that as a result of the government-imposed closures of training institutions and travel bans emanating from the Covid pandemic - young women who had been enrolled, to a large extent did not return when training resumed in January 2021 - *because of pregnancy or early marriage*. Even if Covid 19 could not have been foreseen, a risk assessment could/should have prepared the Project for the eventuality of girls dropping out of training for various reasons including social/family pressure to abide by socio-cultural norms, especially in indigenous communities (Maasai). The Project stated, in its recent Annual Report that it will ensure there is a follow up mechanism involving Chiefs, Principals of the involved VTCs, and parents/guardians of the trainees to encourage the young women who got pregnant to return to the training courses when they are able to. The report also mentions that "sensitization forums with public health officials are planned to provide psychosocial support for all trainees in the partner vocational training centers".

HIV and AIDS awareness has not come across as a concern in the Project's activities.

The PPDP Project Document, in its problem analysis, mentions potential conflict situations linked to the fact that communities in Nakuru having been resettled by KenGen, would again be affected by the key project partner, namely the Akiira Geothermal power plant.⁴⁵ The evaluation has found that the vast majority of the staff viewed that **conflict mitigation** has not been addressed⁴⁶ – and indeed, the documentation review has not provided any evidence of conflicts being mitigated, as such. The Partners and stakeholders interviewed informed the evaluation that no specific conflicts as such have occurred in the involved communities as a result of the Project, one reason being that students get scholarships through the private companies' corporate social responsibility (CSR) arrangements.

In the Annual report (May 2020), it is mentioned that the project team has undertaken a conflict analysis exercise. The purpose was to be aware of the causes and triggers of tension, and to know how these could be overcome. As the reasons for conflicts can differ this was proposed to be a continuous project exercise.

In the 2018-2019 Annual report, it is mentioned that the Project made a decision to *avoid* potential conflict in the participating communities, by not selecting a member of the involved communities to be represented in the PAC. KenGen and Akiira Geothermal proposed that the communities instead be involved at the implementation (activity) level. The reason was that the communities affected by the different private companies' and County Governments' operations are different and the *selection of representatives would be complex and this would slow down project implementation*.⁴⁷

The interviewed private sector representatives and government officials stated that there has not been any particular conflicts in relation to PPDP project implementation, or the ethnic/indigenous groups. However, the field visit revealed that Maasai community members have "no faith in the leadership" in the County Government. In turn, Government officials, have stated that the Maasai "do not feel safe" to join certain Project events, and "feel left out". Others have indicated that influx of other groups to traditional pastoralist land is causing some tension.

The Project is commended for promoting **life skills and job readiness** through its adult literacy, basic rights awareness, entrepreneurship development and skills training activities which are inherent in its ongoing field programme.

Regarding **disability** and non-discrimination of people with disabilities (or people who are differently abled), the World Health Survey (2011) suggested that the prevalence among the working age population is 8.6 per cent with 11.6 per cent in rural and 4.4 per cent in urban areas.⁴⁸ The evaluation has not been able to identify any specific strategy, or activities addressing this issue.⁴⁹

Part of ILO's most important principles are **social dialogue, tripartitism, and international labour standards** and these are defined as cross-cutting issues in the ToR (but not the Project Document). These issues have not "stood out" in the evaluation process, however, some aspects

⁴⁵ Source: PPDP Project Document, p. 5.

⁴⁶ Source: Responses to the Evaluation's questionnaire survey.

⁴⁷ PPDP Annual Progress report, 2018-2019, p. 2. and p. 8.

⁴⁸ Source: *Human Rights Based Approach at Sida, Compilation of Briefs on Persons with Disabilities*. <https://publikationer.sida.se/contentassets/5c8a9a55ddd84aeeb7fe662007e24e9e/baa7a0ff-1870-4f67-b8b2-4439db785dbc.pdf>

⁴⁹ This conclusion is also drawn from interviews, documentation review and the questionnaire survey.

related to international labour standards which were discussed with COTU are addressed in under Outcome 1 in this chapter.

Project studies

The Project has conducted an impressive number of studies, some with good quality, such as the Gender analysis (12 August 2019), followed by a Gender and Social Inclusion Action Plan; Business status analysis, Environmental assessment; Green jobs assessment; and Rapid impact assessment (an insight into the effects of Covid-19, April 2020). Other studies conducted are a Baseline study (February 2019); Skills demands excerpt in 2019 (to assess skills demands); PPDP Communication and Advocacy Strategy; Business status analysis; Capacity Needs Assessment and Development report, Nakuru and Narok counties (August 2020); and Private Sector Engagement Strategy and Sustainability Analysis, June 2020.

The gender analysis study, which took off in April 2019, found that although both counties had made efforts to mainstream gender in the strategy documents (such as the County Integrated Development Plans, - CIDPs), and set up gender directorates and deployed staff responsible to promote gender equality in the county – the report states that there is lack of gender disaggregated data collection and analysis in both counties, and lack of gender consideration in planning and budgeting, monitoring and reporting on outcomes in the policies and programmes. This has resulted in inadequate funds and commitments to work for gender equality within local government in the counties.⁵⁰ To enable a follow-up of the study's recommendations, a 6-pages Gender (and social inclusion) Action Plan matrix was developed, based on the Project's strategic results framework. It includes targets, gender design features and measurable performance indicators to ensure women's participation and benefits

Prior to the PPDP project took off, and at the time the Project was conceptualized, ForumSyd (as was the name then) commissioned studies that have been helpful, such as a Skills anticipation study (2016/17); and a Study report for updating baseline data, 20 April 2017.

The Project commissioned a "Tracer study" to an external consultant⁵¹. The report is found to be comprehensive, quantitative-oriented. Twelve enumerators participated in the data collection. The report was finalised on 15 December, 2020. The study team sampled 105 and 65 (female 63.5 per cent and male 36.5 percent) respondents in Suswa, Narok and RapLands, Naivasha, respectively. The study report states that a "high indication of good levels of transition to economic well-being of the beneficiaries was observed".

The respondents included Trainers and community leaders, technical trainees, and Start Your Business (SYB) trainees. Some of the results indicate good progress, such as out of 170 trainees from the VTCs, 94 percent has gotten formal employment (both Suswa and RapLands). Regarding trainees, 50 per cent was employed in towns of Naivasha, Nakuru and Narok towns. RapLands had 64 per cent self-employed and 36 per cent wage employed beneficiaries, whereas Suswa had 77 per cent and 23 per cent self and wage employed, respectively.

3.4 EFFICIENCY OF RESOURCE USE

PPDP is built on the assumption that all partners will bring resources to the implementation. The resources that are provided are both monetary and in kind and Sida is, by far, the largest provider, followed by the geothermal energy and private sector and the two County Governments, the national government and the communities (as seen under outcome 4). The Project, which closely monitors contributions, have revealed that there are shortcomings in

⁵⁰ Source: *Gender Analysis report* for the Public Private sector Development Partnership (PPDP) project, Inclusive Growth through Decent Work in the Great Rift Valley, 12 August 2019.

⁵¹ Titus N. T. Muchirah, consultant, and research associates.

contributions from Partners. A regular dialogue is maintained with the partners on this (County Governments, Equity Fund, private companies). This is done, knowing that Sida has expected to lower its part of the disbursements to around 50 per cent or less - while Kenyan actors would increase the size of their contributions as a clear sign of ownership, enabling the activities and some established systems to continue after the closing of the Project in October 2022.

However, there are some things that can be said to, at least temporarily, answer the question about efficiency, e.g. the financial, human and technical support resources. Regarding financial resources, **the partnership has, no doubt, “helped to keep down the costs of program delivery”** although there are less than expected funds allocated from some private and public sector partners. Project staff members have expressed that funding has been scarce for implementing certain aspects of e.g. training programmes. As a result of currency fluctuations, and the donor providing funds in Swedish Krona, the Kenya Shilling amount available for the project turned out to be lower than expected - which meant that some planned activities could not be undertaken timely. As one staff member has expressed: *“Even after doing budget revisions, we still couldn’t implement all activities and achieve as planned because of lack of funds”*. To mitigate this, some activities had to be reprioritized.

The Project has spent resources to promote gender responsiveness and equality (see 3. Cross-cutting issues) - however, it has not been reported that it has carried out any specific activities linked to non-discrimination of people with disabilities.

In terms of human resources, there is a quite good balance and distribution of experience among the Project staff members, some who have been working from the very start. Tasks and responsibilities among ILO and ForumCiv posts are strategically allocated to the specific outcomes with ForumCiv being solely responsible for the third outcome. Thus, although activities under the three outcomes (1, 2 and 3) are overlapping in certain aspects, they are quite distinct in nature, specifying vocational training, entrepreneurship development and rights-based community mobilisation. The NPC is in contact with the ForumCiv staff at field level on a weekly basis.

As the Project is decentralised, it is the ILO offices in Dar, Tanzania, and Pretoria, South Africa that provide technical support (“backstopping”) to the Project, upon request, which is assessed as adequate and well appreciated by some staff members.

3.5 IMPACT ORIENTATION AND SUSTAINABILITY

Impact and sustainability are closely related. Clearly, the PPDP has already had **some positive impact**, although the covid-19 pandemic has interrupted many processes that had been started.

There is some evidence of positive changes in the life of the project participants as young people, women and men, have come to adopt new perspectives, and acquired new knowledge, skills and capacities through the many project activities including workshops, campaigns, advocacy and lobbying, vocational education and training. Internships and attachments have been offered and some have seized the opportunities to land jobs – an area which should improve during the coming year. Evidence of impact is also the improvements regarding dispensaries in Suswa and RapLands. The evaluation has not come across much impact at policy level as such.

The evaluation has not come across any exit plan. However, regarding enhancing the likelihood of sustainability of the achievements and continuation of activities after the end of the PPDP, the **Project has made concerted efforts e.g. in developing a Sustainability plan**. This outlines how interventions should/could be continued after the closing of the PPDP. The discussions in the Governors’ offices in both Counties during the last quarter of 2020, have had

an impact as they resulted in more understanding of the Project and commitments were made to allocate additional resources to support the implementation. A Task Force is proposed to be set up from the PAC to implement the PPDP sustainability plan.

The Project is well aware that Covid-19 might jeopardize the Project's ability to complete many activities and sustain the gains made and has included it as a "new risk" in its latest Annual report.

4 CONCLUSIONS

The Project has achieved a lot despite the challenges faced, including Covid-19, with a high level of effort. The Partners and stakeholders that were consulted have expressed appreciation for its activities and would like to see it implemented in other parts of the country. The following are the conclusions based on the findings in chapter 3, and which relate specifically to each of the five evaluation criteria.

It is concluded that the **Project design is valid and relevant**. It is well thought-through and logically structured in terms of the relationships between objectives, outputs and activities in the Project's strategic framework. The organisational structure is well developed and includes Project committees at three distinct levels of engagement. However, this complex Project could have benefitted from having a policy-oriented outcome, or at least some specific (dedicated) policy output. Formulating/defining measurable policy results at the PSC level could, for instance have been helpful – e.g. in relation to supporting the small and medium size enterprises (SMEs) and vocational training centres. *From a strategic planning and results point of view - this would have been appropriate.*

The **Project is also relevant** to Kenyan and international development policies as it addresses social exclusion of young women and men in indigenous and vulnerable communities, with high levels of poverty, lack of employable skills and job opportunities as well as gender inequality. It builds on a participatory partnership model that requires all key public and private parties getting together, solving problems and complementing each other - in helping young people's chances on the job market and improve their lives.

Overall, it is concluded that the **Project has been rather effective** in producing the planned outputs and contributing to all the four stated outcomes – i.e. in addressing social exclusion of young women and men in indigenous and vulnerable communities, where there are high levels of poverty, lack of employable skills and job opportunities as well as gender inequality. Many of the outputs have been met with good quality, but due to the effects of the pandemic, skills and other training and producing graduates with skills, qualifications and certifications have been delayed, as well as the development of learning guides and tools for CDACC courses. Setting up an institutional mechanism for planning and implementation of the PPDP strategy has been done effectively, and have included consultation meetings with the Partners and the work on the sustainability analysis and plan. It is concluded that this kind of Project would have needed a documentation or communication specialist to live up to the original intentions of a high level of visibility.

Regarding the **cross-cutting concerns** that the Project had committed to integrate in its programme, it is concluded that the Project has done fairly well. However, it was not prepared for the situation of young women and girls who had been enrolled in training, to a large extent did not return when training resumed in January 2021 - *because of pregnancy or early marriage*. This is an important lesson learned. Further, the *issue of disability should have been given attention* as young people with disabilities are particularly vulnerable and have few chances to be employed.

At this stage of the implementation it is difficult to assess the level of project efficiency in using the available resources, partly because Covid has disrupted operations.

At this stage it is difficult to determine the level of **project efficiency** in using the available resources but it is concluded that it is at a **medium level**. The partnership has, no doubt, “helped to keep down the costs of program delivery” although there are less than expected funds allocated from some private and public sector partners. The Project maintains a regular

dialogue with the Partners, encouraging them to honour their commitments and/or increase their contributions (this related to County Governments, Equity Fund, private companies).

Clearly, the **PPDP has already had some impact**, such as positive changes in the lives of project participants (“beneficiaries”) lives of both women and men. This is manifested mainly in new knowledge, learning, skills, capacities and jobs, and women assuming leadership roles with support of men - as this evaluation has shown. Impact on policies, in terms of changed policies at county/local level have not yet been demonstrated. Regarding sustainability in Nakuru and Narok this will ultimately depend on political will and the Partners’ willingness for change.

One of the most important milestones in the development of a PPDP is the formulation of a sustainability plan endorsed by all parties involved, indicating how things will continue after the project’s closure and how the lessons learned during implementation will inform the scaling up of activities. It is concluded that the **Project has made good efforts already to prepare for increased ownership and sustainability** but there are uncertainties at this stage. The final evaluation will be in a better position to determine the “extent of sustainability”.

5 RECOMMENDATIONS

The following are the recommendations that are based on the findings and conclusions of the mid-term evaluation:

Recommendation 1. PPDP Project extension

ILO should request Sida to grant a minimum 6 months “no-cost” extension, bringing the closure of the Project to end of April 2023, which to some extent could compensate for the delays in implementation incurred by the Covid-19 pandemic disruptions during the last year and improve/intensify contributions from Partners. Should this not be possible due to lack of funding in keeping all staff members on the pay roll, one alternative would be to reduce the size of the Project team during the very last extension phase; another alternative is to bring up the issue with a final evaluation (likely to be fielded by mid-2022), in making the point that the donor should grant extra funding to the Project.

Timeframe: ILO’s request should be made within the next 6 months.

Priority: Medium-high

Level of resources: Medium-high (dependent on the utilization of funds up to October 2022).

Recommendation 2. Ambitions and quantitative targets at realistic levels

In view of the delays and interruptions caused by the covid 19 pandemic, **the Project** should lower its ambitions and quantitative targets, for example in relation to outputs 1.1 (VTCs producing graduates); 2.2 (business development training) and 2.3 (post-training support). This should not be interpreted as diminishing the importance of the Project’s activities – however the aspirations should be set at more realistic levels in view of the likelihood of a continued pandemic situation. The details should be discussed with the donor representative and Partners, and be reviewed again by the final evaluation.

Recommendation 3. The Project’s overall visibility

The Project and Partners should, as part of its communication strategy, engage a communication expert/documentalist on consultancy basis, to help increase the Project’s overall visibility within the national government, and among media and potential new partners – in an effort to attract more attention for its unique partnership model of working, as well as achievements.

Timeframe: The last year of implementation

Priority: High

Level of resources: Medium

Recommendation 4. Getting girls/women back to training and learning

The Project should contact *each of the girls/young women* who did not return to the VTCs or other learning institutions they were enrolled in - and devise practical solutions to ensure that they are comfortable to return as soon as possible, and even before they have stopped the lactation period, if they wish. Solutions may lie in hiring helpers to take care of babies, and/or letting the mothers bring the babies to the work places, and/or discuss with the families and communities on how best to make it possible for them to come back to training. This would be an important indicator of success in the final evaluation.

Timeframe: Contacts to be made immediately (if not already made), and making arrangements with the communities as long as Covid safety measures allow physical visits and meetings.

Priority: High

Level of resources: Low-Medium

Recommendation 5. Inclusion of people with disabilities as beneficiaries/target groups

The Project should identify and address training needs of young women and men with disabilities (differently abled) in the Project areas and determine how outcomes 1, 2 and/or 3 could mainstream/integrate this important cross-cutting concern.

Timeframe: Within four months

Priority: High

Level of resources: Medium

Recommendation 6. Improve access to water

As access to water in the communities (Suswa and RapLands) is a huge problem and top priority in particular for women. **PPDP partners** should try to find solutions through leveraging partnerships with other private sector entities to improve water access, as the KenGen proposed commitment might not be adequate to meet the community's water supply needs. Investing in water harvesting and conservation could be considered in the extension phase.

Timeframe: Within four months

Priority: High

Level of resources: Medium

Recommendation 7. Consolidating sustainability plan/s

The PPDP Project implementation team should treat the consolidation of the Sustainability plan as their most important task even if the Project is granted a time extension. An appropriate platform for operationalising this continuation, and an assigned team solely for this purpose should be put together. The anchoring of PPDP's gains in public participation in policies and laws in the two counties, particularly in the budget process and legislative processes is one of the important concerns for the future.

Timeframe: Within two months

Priority: High

Level of resources: Medium

6 LESSONS LEARNED AND GOOD PRACTICES

6.1 LESSONS LEARNED

- i) **SRHR activities should be part of technical assistance projects that implement activities in rural communities involving young vulnerable women, where poverty and lack of education are rampant**

Despite the fact that the poverty is a known driver of early marriage (and early pregnancies) and the Project had produced a Gender analysis and a Gender action plan the project could not prevent that young women dropped out the training due to pregnancies and marriage. Understandably, the Project was not in a position to influence the training institutions closing due to safety reasons and not spreading the virus. However, it seems there was no preparedness for the consequences, .i.e. that many girls did not return in January 2021. Thus, a lessons is that Projects and institutions should be better prepared for situations like these, and possess more knowledge that calamities or major disturbances in society very quickly can turn good developments upside down. This applies particularly for women/girls who already are vulnerable, have little education, or access to sexual and reproductive health rights (SRHR) and information, and when the society in general lacks social security/social protection. Had the girls been empowered and known how to protect themselves, the drop out numbers might have been negligible.

- ii) **Arrangements for projects such as the PPDP, may need funding for the preparations that are necessary prior to the projects' start up**

Like so many other ILO Projects, the Project used the inception period mainly to build partnerships, mobilise partners to commit to the funding strategies and objectives, and to set up the governance committees. However, it took a lot of time (several years) *prior* to developing the ideas, involving ILO, Sida and Akiira as well as consultants, and the preparations were costly.⁵² Some key persons had to leave this process beforehand, which caused delays. Had specific funding been available for the project development period, this would have been more smooth and ensured continuity of the process.

- iii) **Project's policy level engagements should be reflected in specific policy outcomes in the design**

The Project has worked at three levels: Policy level, sectoral level and operational level. For policy level work, the designs of technical assistance Projects should include one specific policy level outcome - supported by policy outputs and activities. This would help make project's aspirations for long lasting change more transparent and require clear accountability from the key Partners, including governments.

6.2 GOOD PRACTICE

- i) **Moving away from the "dependency syndrome"**

ILO has implemented many technical assistance projects in all parts of the world based on participation from its constituents, typically Labour ministries, Employers and Workers organisations – but also with other UN agencies/programmes, the private sector and NGOs. In many cases contributions from these other actors to the ILO projects are in kind, such as human resources for training, staff time, venues.

⁵² Source: Sida

However, most often participation has simply meant that their representatives take part in capacity development activities locally, or at the International Training Centre (ITCILO) in Turin, or in study tours abroad, or participate in studies or research paid for by the ILO. This PPDP project was designed to go much further, with built-in conditionality and participation into its very fabric, from the start. It is operated with a two-parts total budget, one part coming from Sida and the other part coming from partners in the private and public sector. Sida is expecting that *its part gradually will become smaller* (which it has to some extent, although not as small as 50 per cent) - *while the other part gradually will grow*. It is in this sense that the Project is quite unique⁵³ and experimental, and a good practice.

ii) Exploring existing channels of support from not-for-profit organisations (social enterprise organisation)

An interesting example, of acquiring contributions also from the private sector is the Project's contact with the Tools To Work (a not-for-profit organisation) which provides tools and equipment to young people in schools and vocational training, and/or young entrepreneurs, based on request from a local organization. The areas of support are tools and machines, woodwork, computer, sewing and knitting machines.

⁵³ There are a few other ILO PPDP projects such as in Zambia and Somalia, implemented under quite different circumstances Source: Interviews, and the final evaluation of a Project in Zambia entitled *Skills Development for the Renewable Energy Sector – A Public-Private Development Partnership* in Zambia, by Lotta Nycander and Mushiba Nyamazana.

ANNEX I. TERMS OF REFERENCE

International Labour Organization

TERMS OF REFERENCE (TOR):

INDEPENDENT MID-TERM EVALUATION
PROJECT “THE INCLUSIVE GROWTH THROUGH DECENT WORK IN
THE GREAT RIFT VALLEY PROJECT
PUBLIC PRIVATE DEVELOPMENT PARTNERSHIP (PPDP)”
Final version

Project Title:	The Inclusive Growth through Decent Work in the Great Rift Valley Project, Public Private Development Partnership (PPDP)
Project Code	KEN/17/01/SWE
Administrative Unit	CO Dar es Salaam
Donor	Sida
Budget	USD 7,760,414 (Sida contribution: USD 4,870,000 and USD 2,890,414 Partners contribution)
Implementation period	10/05/2018-31/10/2022
ILO Technical Units	GENDER /EMPLOYMENT/ENTREPRENEURSHIP/ SKILLS/ ACTEMP and ACTRAC
Type of evaluation	Independent Mid-term Evaluation
Date of the evaluation	February- –April 2021
Evaluation Manager	Mandigona Matema, ILO Country Office, Pretoria

1. BACKGROUND INFORMATION

A private Swedish company, Akiira Geothermal Ltd, is establishing a power plant in the Southern region of the Rift Valley. The plant energy output will be a substantial benefit to Kenya’s growing economy. For the project affected communities investments in terms of capacity development (i.e. education and training infrastructure, skills development and access to public and social services within the communities) are necessary to have a positive impact on them in terms of local content and job creation during the construction and operational phases.

The ILO is devoted to promoting social justice and internationally recognized human and labour rights. It has a central role in promoting Decent Work in Kenya (i.e. application of International Labour Standards). Moreover, its tripartite structure can contribute to strengthening partnerships with social partners (key labour market institutions, i.e.,

employers' and workers' organizations) in improving the effectiveness of employment policies and programmes.

In this context the Swedish Government proposed entering into a Public Private Development Partnership (PPDP) with the International Labour Organization (ILO) to improve the living conditions for young people in the Southern region of the Rift Valley. The ILO will act as a catalyst to boost decent job creation through skills development, business development and community engagement by leading the Public Private Development Partnership

Background of the project to be evaluated

The International Labour Organization (ILO) with support from Sida, a government agency working on behalf of the Swedish Government, is implementing the “Inclusive Growth through Decent Work in the Great Rift Valley” project through a Public Private Development Partnership (PPDP) approach. The project was structured with a 10 month’s inception/project start-up phase from May 2018 – March 2019, and a 3 years implemented phase, from April 2019 – October 2022.

The overall goal of the project is to improve the living conditions for young people in and around the two project areas, i.e. Narok and Nakuru counties, in Kenya by acting as a catalyst to boost decent job creation through skills development, business development and community engagement.

The 3 main outcomes of the project are:

Outcome 1: Decent jobs resulting from relevant and quality skills provided by vocational training centres and other training institutions.

Outcome 2: Decent jobs resulting from new and growing businesses created.

Outcome 3: Increased capacity of communities to lobby for increased access to public and social services.

Project strategy

The overall strategy is to implement the project through a Public Private Development Partnerships (PPDP) together with various government institutions and private sector organizations.

The PPDP provides an opportunity to not only develop skills that will enable the population to benefit from the job opportunities in the geothermal, manufacturing, infrastructure and hospitality value chains in the Rift Valley, but also other private and public sectors in the counties and country. These multifaceted challenges will be addressed with a three-pronged approach with mutually reinforcing components, as follows:

- Formal skills development with workplace learning;
- Informal skills upgrading combined with micro and small enterprise development; and
- Access to public services through rights advocacy.

Throughout the implementation of these three strategy pillars, attention will be given to the following six cross-cutting concerns:

- i) fair transition to environmental sustainability (including environmental preservation and creation of green jobs),

- ii) gender equality and non-discrimination (including HIV & AIDS awareness and disability),
- iii) conflict mitigation,
- iv) life skills and job readiness,
- v) social dialogue and tripartism, and
- vi) international labour standards.

For the implementation of Outcome 3, ILO works in partnership with Forum Syd⁵⁴, (a Swedish NGO with experience working with communities in and around Naivasha).

Stakeholders and target groups/beneficiaries

The ultimate beneficiaries are youth, women and vulnerable community members in the affected communities who have been identified by private sector.

Based on the PPDP model, the project has many intermediate stakeholders involved at different levels that bring a range of contributions that will benefit in different ways. They include the affected communities; government (national and county levels); private sector; NGOs; development partners and social partners.

Project alignment with the DWCP, P&B, CPO & SDG

The DWCP III (2020-2023) is currently being developed. The project contributes to the objectives of the DWCP through the direct support provided to the constituents and to the DWCP Priority 1 on Employment promotion and responds to Outcome 1.1: By 2023, women and men including young people, persons with disability and other vulnerable groups have increased access to decent jobs, income and entrepreneurship opportunities:

- Output 1.1.8: Skills training for employability and entrepreneurship conducted.
- Output 1.1.10: Capacity building for MSMEs undertaken

The Project is aligned to ILO P&B 2020-21 Outcome 4 on Promoting sustainable enterprises as generators of employment and promoters of innovation and decent work and Outcome 5 on Skills and lifelong learning to facilitate access to and transitions in the labour market.

At the Country Programme Outcome (CPO) level, KEN 127 is directly contributing towards realization of the relevant P & B outcomes as follows:

- Outcome 4: Through interventions in post training support to Local SMEs on business development services, linkages to market and access to finance for new and growing businesses provided and Promoting entrepreneurship, financial inclusion and SME development, particularly for women and youth and building capacities for the development of market systems and value chains.
- Outcome 5: Through interventions that contribute towards improved access to decent and productive employment and self-employment opportunities especially for vulnerable, marginalized youth and women through quality and relevant demand driven skills.

⁵⁴ In 2020 Forum Syd was renamed as Forum Civ to reflect its role as platform for civil society.

Through the United Nations Development Assistance Framework (UNDAF) to the Government of Kenya, the project is contributing towards Strategic Result Area 3 pertaining to Sustainable Economic Growth.

Regarding SDGs the project is contributing to SDG 4 to ensure inclusive and equitable quality education and promote life-long learning opportunities for all and SDG 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Project governance and management arrangements

The project has two governance structures, namely:

- The Partnership Advisory Committee (PAC) which provides technical guidance to the project and review and advice the PSC on policy matters for decision making; and
- Partnership Steering Committee (PSC) which oversees the project and deals with strategic issues and approves recommendations made by PAC, project work plans and budgets.

The overall responsibility of managing and reporting is by the National Programme Coordinator (NPC) who is based in Nairobi. The NPC works under the overall supervision of the Director of the ILO Country Office Dar es Salaam.

The Project Management Team comprises five project officers and administrative support. It includes a Skills Development officer and an Enterprise Development officer (ILO); and a Community Engagement and Liaison Officer, a Learning, Monitoring & Evaluation Officer, and a Grants Officer (Forum Civ Project), employed on a part-time basis (50 percent).

It also receives technical backstopping from the Employment Specialist (ILO Country Office Dar es Salaam) and the Decent Work Support team - Skills development and Enterprise development Specialists (ILO Country Office Pretoria).

The project key results, as reported by the project by November 2020, are the following:

- Reviewing of the curriculum is ready, with five-selected demand driven competency-based curricula in electrical installation, welding, plumbing, food and beverage production and fashion design technology ready to be piloted;
- 48 Instructors from the selected vocational training centers for delivery of the competency-based curricula with enhanced pedagogy skills to be piloted;
- Increased linkages between industry and learning institutions through 100 trainees placed in 10 private sector industries;
- 120 employment opportunities for young people and women have been created through established businesses;
- Four vocational training centers have developed Strategic Plans to enhance performance of the VCTs i.e. revenue generation for self-sustainability, increased recruitment;
- 81 entrepreneurs who participated in Gender in Entrepreneurship (GET AHEAD) Training have been linked to financial services providers and other business development services such as market opportunities.
- 90 trained Entrepreneurs have received technical support from partners to organize formally registered cooperatives to access business development opportunities by the governments and financial institutions.

- 900 community members are actively engaged and have participated in decision-making at county level on constitutional issues; and
- USD 2,525,778.21 has been leveraged from public institutions and private companies through partnerships.

2. PURPOSE, OBJECTIVES AND SCOPE OF THE MID-TERM INDEPENDENT EVALUATION

Evaluation background

ILO considers project evaluations as an integral part of the implementation of technical cooperation activities. This project will go through two independent evaluations; a mid-term evaluation and a final evaluation. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators.

The purposes of evaluations are accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will follow the ILO policy guidelines for results-based evaluations; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”. The evaluation will follow the OECD-DAC framework and principles for evaluation.. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.⁵⁵

Purpose and objectives of the Mid-term independent evaluation

The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress to date, through an analysis of relevance, effectiveness, efficiency, effects and orientation to impact of the project. The specific objectives of the evaluation are the following:

1. Assess the relevance and coherence of project’s design regarding country needs and how the project is perceived and valued by project beneficiaries and partners;
2. Identify the contributions of the project to the SDGs, the country’s UNDAF and DWCP, the ILO objectives and CPOs and its synergy with other projects and programs in both countries;
3. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively);
4. Review the institutional set-up, capacity for project implementation and coordination mechanisms;

5. Assess the implementation efficiency of the project;
6. Review the strategies for outcomes' sustainability and orientation to impact;
7. Identify lessons and potential good practices for the tripartite constituents, stakeholders and partners; and
8. Provide strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives.

Scope of the evaluation

The mid-term evaluation will cover the period 15 May 2018 to 31 December 2020. The evaluation will cover all the planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to the County Integrated Development Plans (CIDP) for Narok and Nakuru Counties, national policies and programmes.

The evaluation will discuss how the project is addressing the main issues which include high poverty levels; exclusion of the affected communities particularly women and youth from the mainstream economy; lack of relevant employable skills; weak informal sector and low grade SME activities; gender inequality and cultural dynamics; high risk of opposition to private sector investments; and the need for capacities to advocate for basic rights and services – water, sanitation, health, education and basic rights of workers.

Six crosscutting themes will be assessed. These include:

- i) fair transition to environmental sustainability (including environmental preservation and creation of green jobs),
- ii) gender equality and non-discrimination (including HIV & AIDS awareness and disability),
- iii) conflict mitigation,
- iv) life skills and job readiness,
- v) social dialogue and tripartism, and
- vi) international labour standards.

The evaluation should help to understand how and why the project has advanced or is in the way to obtain (or not obtain) the specific results from outputs, potential outcomes and impact.

3. REVIEW CRITERIA AND KEY EVALUATION QUESTIONS

a) Review criteria

The evaluation should address the overall standard evaluation criteria: Relevance, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2020:⁵⁶

- Relevance, coherence and strategic fit of the project;
- Validity of the project design;
- Project effectiveness;
- Efficiency of resource use;

⁵⁶ https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

- Sustainability of project outcomes;
- Impact orientation; and
- Gender equality and non-discrimination

b) Key Evaluation Questions

The evaluator shall examine the following key issues:

- a) Relevance, coherence and strategic fit,
- Is the project coherent with the Governments objectives, National Development Frameworks, County Development Frameworks, beneficiaries' needs, and does it support the outcomes outlined in ILO's CPOs as well as the UNSDCF and SDGs?
 - How does the project complement and fit with other on-going ILO activities in Kenya?
 - What links have been established so far with other activities of the UN or other cooperating partners operating in the country in the areas of access to employment (i.e. youth employment), job creation, market development and community participation for increased access to public and social services?
 - Has the project been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, etc.)?

b) Validity of intervention design

- Is the project realistic (in terms of PPDP strategy, expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy, and resource mobilization?
- To what extent has the project integrated the cross cutting themes in the design?
- Is the project's Theory of Change (ToC) comprehensive, integrating external factors, and is it based on a systemic analysis?
- How has ownership and sustainability been addressed?

c) Effectiveness:

- What progress has been made towards achieving the overall project objectives/outcomes?
- Have unintended results of the project been identified?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- What is the assessment regarding the quality of the project outputs?
- To what extent has the project management and governance structure put in place worked strategically with tripartite constituents, stakeholders and partners in the project, ILO and the donor - to achieve project goals and objectives?

- Has the knowledge sharing, communication and private sector engagement strategies been effective in raising the profile of the project within the country, counties and among the cooperating partners?
- Is the monitoring and evaluation system results-based, facilitating an adaptive management and learning?
- What is the assessment regarding how the project management has managed the contextual and institutional risks and assumptions (external factors to the project)?
- To what extent is the Covid-19 pandemic influencing project results and effectiveness and how has the project addressed this influence? Has it been ready to adapt to changes for at least some time from now-on?
- Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

d) Efficiency of resource use

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures taken to work towards achievement of project outcomes and impact?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
- To what extent did the project leverage resources to promote gender equality and non-discrimination; and inclusion of people with disability/differently abled?

e) Impact orientation and sustainability

- To what extent is there evidence of positive changes in the life of the ultimate project beneficiaries and on policies and practices at national and county levels?
- To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)?
- Is the project contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts at county and national levels?
- What assessment is made regarding the sustainability of the project outcomes and what steps were made to enhance the likelihood of outcome sustainability? Which were the gaps? How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 situation in the context of the national responses?
- Has the project developed and implemented any exit strategy?

4. EVALUATION METHODOLOGY

The independent mid-term evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to

the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigor of the evaluation findings, engaging with tripartite constituents, stakeholders and partners of the project, as much as feasible, at all levels during the data collection and reporting phases.

Due to the onset of the Covid-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: “Implications of Covid-19 on evaluations in the ILO: An internal Guide on adapting to the situation” (version March 25, 2020). At the time of developing these ToRs an international team leader will visit Kenya. However, according to the situation at the time of the consultant selection, the evaluation may be conducted virtually with field work of a national consultant only.

Desk review, including the following information sources:

- Project Document;
- ToC, logframe, results framework, work plans, budget;
- List of key stakeholders to be interviewed with contact details;
- List of names and positions of current and former technical assistance project staff and contacts;
- All technical progress reports including the inception phase;
- County Integrated Development plans for Narok and Nakuru Counties;
- Research, strategy documents and study reports (including baseline studies if existing) conducted by the Project;
- All key project finance documents and records;
- Newspaper articles;
- Mission reports; and
- Any other available relevant document on the project.

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor.

The evaluation will involve field visits and face-to-face engagements with project staff, tripartite constituents, stakeholders and partners in Nairobi, Nakuru and Narok counties if possible, considering the pandemic situation (if not advisable, interviews should be done only virtually). Interviews will be conducted in English and Kiswahili, as appropriate.

An indicative list of persons to be interviewed will be prepared by the project in consultation with the Evaluation Manager. The project will provide logistical support in the organization of these interviews.

This list will include:

Nairobi	Narok County	Nakuru County	Donor	Naivasha	ILO
Ministry of Education	County Government	County Government	Sida Representatives	Akiira Geothermal	HQ Technical Units
<ul style="list-style-type: none"> • NITA • TVETA 	Ministries of: <ul style="list-style-type: none"> • Health • Education • Economic Planning • Dept of Trade 	Ministries of: <ul style="list-style-type: none"> • Health • Education • Economic Planning • Dept of Trade 		Oserian Development Co.	DWT team Pretoria CO Dar-Es-Salaam

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the development partners.

Field visits and face to face interviews with project staff, tripartite constituents, stakeholders and partners will be conducted. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager.

A Stakeholders' workshop will be organized toward the end of the evaluation, with participation from key stakeholders, ILO staff and partners. This is an opportunity to present the preliminary findings, invite the participants to validate them and fill in any data gaps. A compilation of a draft evaluation report will follow (see below deliverables for details). The draft will be subject of a methodological review by the evaluation manager, and upon the necessary adjustments, it will be circulated among the key stakeholders. Subsequently, the evaluation manager will consolidate any written the comments and provide to the evaluator - who will develop the final version of the report, addressing the comments - or explain the reason for not addressing the comments, if that would be the case.

5. MAIN DELIVERABLES

- a) An inception report (not more than 20 pages excluding the annexes) - upon the review of available documents and an initial discussion with the project management and the donor (EVAL Guidelines –Checklist 3) will be developed. The inception report will:
 - Describe the conceptual framework that will be used to undertake the evaluation;
 - Elaborate the methodology proposed in the TOR with changes as required;

- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, (emphasizing triangulation as much as possible) data collection methods, and purposive sampling
- Selection criteria for individuals for interviews (as much as possible should include ~~men~~ youth and women);
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
- Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions;
- Set out the agenda for the stakeholders workshop;
- Set out outline for the final evaluation report;
- Interview guides and other data collection tools

The Inception report should be approved by the Evaluation manager before proceeding with the field work.

- b) Preliminary findings to be shared in a Stakeholder's workshop with the key stakeholders (including members of the Partnership Advisory Committee and the Partnership Steering Committee) after data collection is completed. This is a virtual workshop or in-person meeting (if conditions allow) in Kenya. The evaluator will set the agenda for the meeting. The workshop will be technically organized by the evaluation team with the logistic support of the project.
- c) First draft of Evaluation Report in English (following EVAL Checklists 4 and 5) should be no longer than 30 pages excluding annexes. The Evaluation Manager is responsible for approving this draft. The draft review report will be shared with all relevant stakeholders. They will be asked to provide comments to the within ten days.
1. Cover page with key project and evaluation data
 2. Executive Summary
 3. Acronyms and abbreviations
 4. Context and description of the project including reported key reported results
 5. Methodology and limitations
 6. Findings (this section's content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
 7. Conclusions
 8. Recommendations (i.e. for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
 9. Lessons learned and good practices
 10. Annexes:

TOR

List of persons consulted

Schedule of work (briefings, data collection, interviews, field visits, workshop/s)

Documents consulted

Evaluation matrix

Data collection tools
Logical framework analysis matrix
Lessons learned
Emerging good practices

The final version of the evaluation report, incorporating written comments received from ILO and other key stakeholders. Any identified lessons learnt and good practices will also need to be inserted in standard annex templates (one Lesson Learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines.

- d) The evaluator (Team Leader) will produce an Executive Summary in ILO EVAL template and submit to the Evaluation Manager.
- e) The final version is subjected to final approval by EVAL (after initial approval by the Evaluation manager/Regional evaluation officer).

6. MANAGEMENT ARRANGEMENTS AND WORK PLAN

Evaluation Manager: The evaluation will be managed by Mr. Mandigona Matema (matema@ilo.org), ILO officer in process of certification by EVAL as evaluation manager, who has no prior involvement in the project, and oversight by Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa.

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders;
- Develop the Call for expression of interest and select the independent evaluator in coordination with EVAL;
- Brief the evaluator on ILO evaluation policies and procedures;
- Initial coordination with the project team on the development of the data collection process and the preliminary results workshop;
- Circulate the first draft of the evaluation report to the key stakeholders requesting written comments within 10 working days;
- Consolidate the received written comments received into a master evaluation report to send the evaluation team; and
- Ensure the final version of the evaluation report addresses the stakeholders' comments (or an explanation why any has not been addressed) and meets ILO requirements.

Independent Evaluation team

The evaluation will be conducted by an evaluation team of 2 consultants, an international team leader and a national consultant. The evaluation team leader will be responsible for the report.

Qualifications

- University Degree with minimum 7 years of experience in project /program evaluation.
- Evaluation expertise in market analysis field and previous proven skills and experience in undertaking evaluations of similar projects, preferably in East Africa;

- Experience in using the Theory of change approach on evaluation.
- Strong background in local economic and enterprise development as well as Human Rights Based Approach programming and Results Based Management;
- In-depth knowledge of the local context, national policies in terms of development and existing national and international support programs,
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing and oral skills in English
- Oral and reading skills in Kiswahili will be an asset.

Team member (national consultant)

- a. University degree in social sciences or related graduate qualifications;
- b. A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research; as team member (i.e. data collection and analysis, on the area of rural employment will be an added advantage);
- c. Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- d. Fluency in written and spoken English and good knowledge of Swahili required.
- e. Knowledge and experience of the UN System an advantage;
- f. Understanding of the development context of the Project Country is an advantage;
- g. Excellent communication and interview skills;
- h. Demonstrated ability to deliver quality results within strict deadlines.
- i. Based in Kenya

The evaluation will be conducted by an evaluation team of 2 consultants, an international team leader and a local consultant. The evaluation team leader will be responsible for the report.

The national consultant is required to fully comply by the advisories issues by the national and local governments and the UN and ILO regarding domestic travels and social distancing.

The contract may have to be terminated prematurely if it appears unfeasible that the desired deliverables will be received/achieved because of Covid-19 related developments.

The consultants are also required to sign the Code of Conduct Agreement together with the contract document.

Tasks of the project team:

The project management team will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The project will ensure that all relevant documentation is up to date and easily accessible (in electronic form in a space such as Google Drive) by both consultants from the first day of the contract (desk review phase).

Evaluation Timetable and Schedule

The MTE will be conducted between February and April 2021.

Task	Responsible	Number of	Number of	Date
		working days TL	working days NC	
Initial skype call with project team, to discuss the evaluation timelines, responsibilities and budget	Evaluation Manager			September 29th
Development of TORs	Evaluation Manager			
Circulating the TORs to Stakeholders	Evaluation Manager			December 14th
Issue call for proposals	Evaluation Manager			December 14th
Selection of two evaluation consultants (One international and one national)	Evaluation Manager,			January 12th to 22nd
Recruit two evaluation consultants	Evaluation Manager, Evaluation Focal Point, Project Manager			January 28th to 19th February
Inception phase: briefing with the evaluation manger, project manager, documents review and development and approval of the inception report	Evaluation Manager, Project Manager, Consultant,	3	1	February 22nd to March 5th
Data collection phase (fieldwork as per agreed itinerary, interviews)	Consultant	9	10	March 8th to 17th
Post-fieldwork debrief call	Evaluation Manager			March 19th
Report writing (full draft with annexes) submitted to the evaluation manager for review; preliminary findings at Stakeholders workshop	Consultant and Evaluation manager	8	3	March 22nd to March 26th
Circulating the draft report for comments from stakeholders	Evaluation Manager			March 29th to April 9th Two weeks
Consolidate feedback from stakeholders and send feedback to the consultant.	Evaluation Manager			April 12th an 13th
Consultant prepares Final Evaluation Report and separate Evaluation Summary and submits to ILO	Consultant	2	1	April 14th and 15th
Evaluation manager approves the evaluation report at its level and submit to the Regional SMEO	Evaluation manager			April 19th

Task	Responsible	Number of	Number of	Date
		working days TL	working days NC	
EVAL provides final approval	Evaluation Manager			April 26th to 30th
TOTAL		22	15	

Resources

Estimated resource requirements at this point:

- Evaluator honorarium for 22 days for the team leader and 15 for the national consultant,
- Flights and DSA as per ILO travel policy (subjected to COVID 19 situation)
- Logistic support for the field mission
- Stakeholders' workshop

ANNEXES

RELEVANT POLICIES AND GUIDELINES

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations

https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist No. 3: Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

Checklist 5: preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

Checklist 6: rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

Guidance note 7: Stakeholders participation in the ILO evaluation

https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

Template for evaluation summary

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

UNEG Ethical Guidelines for Evaluation

<http://www.unevaluation.org/document/download/548>

ANNEX II. FIELD VISIT AND COUNTY BACKGROUND INFORMATION

Summary report based on field visit to Nakuru and Narok 8-18th March 2021,
Silas Ochieng, evaluation consultant

Implementation arrangements:

Implementation modalities of PPDP from stakeholders' perspective are unique. The project brings together public and private partners to address skills gaps in the target areas (Raplands and

"ILO has been a great partner...they've pushed us to do things differently....PPDP has clearly demonstrated that through partnerships, we can achieve more and deliver better services to our people, Narok County

Suswa) besides dedicating resources to address common challenges affecting the community including; improving access to water, health services and roads. Through PPDP, the two counties (Narok & Nakuru) have been able to allocate resources to support the implementation of various activities. The project has worked effectively through PAC to oversee the implementation. The coordination has been successful. However in Nakuru, the PAC office is domiciled in the Youth and Gender Office and the participating VTC feels less involved in key decision making processes. This is an area the project may consider addressing.

Outcome 1: Established companies such as Oserian have often struggled to get qualified personnel from the area to take up emerging job opportunities. This has made such companies to hire personnel from other regions which to some extent hasn't gone well with the local communities.

"The pressure to provide jobs to the local people who do not have the necessary skills has been a challenge. That is why we are forced to get people from other regions" ...Compliance Manager, Oserian Flower Farm.

The courses identified by the project and implemented by the VTCs provide greater prospects to bridge the skills gaps in the region. It is apparent that the technical courses will provide

"The population in Maiiela is growing and new structures are under construction. The whole area has one welder and we need more of our trainees to take advantage of the opportunities" Maiiela VTC

opportunities for the trainees within the industries around the area, contribute to self-employment and capitalise on new opportunities expected to arise such as; construction of the Naivasha Dry Port and the on-going extension of the Standard Gauge railway connecting Nairobi to Nakuru county (the jobs around these new

developments will require personnel with welding and electrical skills).

Positive uptake of the of new courses as demonstrated by higher enrolment rates prior to COVID was noted. This was chiefly attributed to PPDP that supported participating VTCs to develop marketing materials and strategic plans to guide their operations. The project equally conducted community sensitisations to address the cultural barriers that limit women's participation in the formal education system. According to Narok VTC, new students mainly came from Suswa where the project carried out active community sensitisations. Other companies around the area such as Longonot, Flamingo and World Fire equally signed MoUs with one VTC (Mirera) to have their staff trained in plumbing, motor vehicle & mechanics and electrical courses introduced by the project.

Outcome 2: The project made concerted efforts to deliver trainings on entrepreneurship to improve business operations and encourage self-employment.

This to a larger extent has had positive results with the

beneficiaries adapting good business practices such as record keeping and some getting into self-employment. However, COVID interrupted operations of several businesses, with some collapsing. Alternative avenues to improve access to finance from commercial lenders at reasonable interest rates are under pursuance.

Outcome 3: ForumCIV has directly worked with the community to build their capacity so that they can demand for their rights and services from the duty bearers. One key step to this involved simplifying the County Integrated Development Plan so that the communities can be more aware of what they are entitled to.

Sensitisation campaigns run by Forumciv has changed community attitudes towards women.

Women can now take up leadership positions and effectively contribute in key decision making processes which used not to be the case among the Maa community.

The sensitisations have to a greater extent contributed to girls' enrolment in the VTCs.

Access to water remains a big challenge to the communities in Suswa and Raplands areas.

The project is working with both county governments to extend piped connections from Kengen's storage tank to the communities. Feasibility study has been completed and implementing the project will need cost contributions with Ksh.10 million coming from ForumCiv, Kshs. 6 million from Narok county and Ksh.9 million from Nakuru county. The water project will cover 7 villages in Suswa and 5 in Raplands each with an average population of

between 300-500 households. On Average, the water project is expected to benefit over 5,000 households with cumulative number of more than 40,000 individuals.

The biggest challenge is non-availability of sufficient water supply to meet the demands of the growing population.

On the health outcomes, the Project has engaged community health volunteers (CHVs) to carry out sensitisation campaigns focusing on;

"....People never regard farming as a business...after the training, I ventured into beans production out of which, I harvested five bags, sold four and retained one bag for household consumption..."Female beneficiary of entrepreneurship training, Suswa.

"....We didn't know we were entitled to Constituency Development Funds/CDFafter understanding the CIDP, we were able to approach the ward administrator and now our children can access CDF funds to subsidise school fees" ...Male participant in FGD session at Raplands

.. "....We didn't know that an empowered woman can make substantial contributions towards running the house affairs....we feel proud to see our wives contribute in meetings" ...Male participant in FGD session at Raplands

"....we leave our houses at 6 am in the morning and return at 2 pm only to get 4 jerry cans of water which is never enough. We trek for over 35 kms in a day and this means we cannot do any other thing...in a week, we close our businesses for up to 4 days in the name of fetching water.....if the water issue is addressed, then this project will have made a change that no-one has been able to do"Village elder, Suswa community

- ✓ Immunisation
- ✓ Family planning
- ✓ Antenatal services
- ✓ HIV testing services
- ✓ Cancer screening

Positive results such as increased usage of the health facilities was noted but this cannot be attributed to PPDP in entirety.

Background information of the Project areas:

The total population in Narok County is 149,379 with the dominant ethnic groups being the indigenous *Maasai* and *Kalenjin*. The main activities in the county include pastoralism, crop farming, tourism⁵⁷ and trade among other small-scale activities. Other activities that generate incomes are mentioned in the Project document⁵⁸: Tents hiring business, maize farming, livestock keeping and table banking, with the challenges being crop and animal diseases, lack of storage facilities, poor market accessibility and roads.

In Nakuru County, the total population is 2,142,667 with *Kikuyu* and the *Kalenjin* being the dominant ethnic groups. The county's major economic activities include agriculture and cattle raising/farming (pastoralism), tourism and financial services. The project activities are taking place in Naivasha sub-county, with has a population of 355,383⁵⁹ and where agricultural and cattle farming activities dominate, as well as business and investment activities as it is popular for both local and international tourism.

The population in the two counties are involved in similar economic activities - both are dominantly Maasai indigenous communities with similar socio-cultural background. Farming and selling cereal crops as well as livestock keeping (pastoralism) are the main economic activities in these areas, however, in RapLands also other activities were identified, e.g. related to tourism, such as beadwork, and keeping retail shops.⁶⁰ In both Rapland and Suswa, the assigned gender roles and responsibilities are followed rather strictly. Cultural and traditional practices involving girls and young women (such as female genital mutilation, early sexual debut and early marriage resulting to teenage pregnancies) are viewed, by the mainstream society, as obstacles to gender equality including efforts to empower girls and women through education and (vocational) training.⁶¹

A number of challenges faced by the population in the two sub-counties are listed in the Project Document, among them being the exclusion of the indigenous communities (particularly youth and women) from the mainstream/broader society, gender inequality, lack of empowerment, employable skills, voice and job opportunities and high levels of poverty.⁶²

⁵⁷ The Maasai Mara Game Reserve, featuring the Great Wildebeest Migration which is one of the "seven Wonder of the World" is located within this county. Source: <https://www.narok.go.ke/about-narok/>

⁵⁸ The Project Document's reference was an inventory made by the Narok local government.

⁵⁹ Source: 2019 *Kenya Population and Housing Census: Volume I*, Kenya National Bureau of Statistics.

⁶⁰ Source: *Baseline study for Private Partnership Development Project (PPDP)- Inclusive Growth through Decent Work in the Great Rift Valley. Final report, February 2019*

⁶¹ Source: Gender Analysis report for the Public Private sector Development Partnership (PPDP) project, Inclusive Growth through Decent Work in the Great Rift Valley, 12 August 2019 (pp. 5-6).

⁶² Source: Project Document, p. 5.

ANNEX III. SCHEDULE OF WORK

The below shows the evaluation process/sequence, time schedule and deliverables:

Phases	Evaluation tasks and deliverables	Feb	March				April			
1	Documentation review									
		<u>Includes:</u> Developing data collection instruments; Writing Inception report & addressing comments;								
2	Briefing meetings (virtual) with the Evaluation Manager & Project Team members.									
3	Interviews									
		<u>Includes:</u> interviews with all key stakeholders based in Nairobi and outside Kenya								
4	Field visit to collect data (national consultant) (<i>see chapter 2. Methodology for details</i>)									
		<u>Includes:</u> Meetings/interviews (virtual/face-to-face) in Narok and Nakuru (Naivasha) counties; and 6 Focus Groups Discussions with beneficiaries, between 14-21 March (Team Leader continues making interviews from home base) – see field visit schedule below.								
5	Processing data and holding Stakeholder validation workshop									
		<u>Includes:</u> Presenting preliminary findings (PPT) for stakeholders and partners (discussion & comments)								
6	Submit (draft) Evaluation report for comments									
7	Submit the Final Evaluation report (addressing comments)									
8	Submit a separate Evaluation Summary in ILO template									

Field visit 8th – 18th March (Silas Ochieng)

Sunday 14th : Silas travels to Nakuru to meet Government staff and service providers (technical staff) Community Elders, Community mobilizers		
Monday 15th	Nakuru County government (and Nakuru RapLands)	
	TVET/NITA Trainers	
Tuesday 16th	Akiira	
	Oserian Flowers	
Wednesday 17th: NC travels to Narok		
Wednesday 17th	County government	
	FGD in Suswa sub-county, with 3 groups of beneficiaries (10-12 people in each group), 2 groups should be <i>only women and youth (aged 18-35 yrs), the other male youth</i>	
Thursday 18th	TVET institutions/Trainers trained through ToT	
	Interviews with selected trainees/entrepreneurs supported by PPDP	
Thursday 18th: Silas travels to Nakuru (afternoon)		
Friday 19th morning	FGD in Suswa sub-county, with 3 groups of beneficiaries (10-12 people in each group), 2 groups should be <i>only women and youth (aged 18-35 yrs), the other male youth</i>	
	Interviews with selected trainees/entrepreneurs supported by PPDP	
Friday 18th: Silas travels to Nairobi (afternoon)		

ANNEX IV. PERSONS INTERVIEWED AND PARTICIPATING IN THE STAKEHOLDER WORKSHOP

This annex includes the

a) A list of persons consulted through interviews, e-mail correspondence and Focus Group Discussions; b) List of persons participating in the Workshop for presenting the preliminary findings; and c) The text of the Power Points used by the presenters in the Workshop.

a) LIST OF PERSON INTERVIEWED/CONSULTED

Organisation	Name⁶³	Position
Government of Kenya		
Ministry of Labour & Social Protection	Ms. Hellen Apiyo	Assistant Labour Commissioner
Ministry of Education	Dr. Meshack Opwora	Director, State Department of Post Training & Skills Development
Ministry of Energy	Mr. Richard Mavisi Liahona Geo-Exploration Directorate	Senior Geologist
KenGen	Ms. Rose Kubai	Geologist
Central Organization of Trade Unions Kenya (COTU-K)	Ms. Damaris Muhika	Programme Officer
International Labour Organization (ILO)		
ILO Dar	Mr. Wellington Chibebe	Director
ILO Headquarters , Geneva	Mr. Peter Rademaker	<u>Head of PARDEV Department</u>
ILO Headquarters, Geneva	Ms. Elma Meijboom	<u>Programme Officer, PARDEV Department</u>
PPDP Project staff (ILO & ForumCiv)	Mr. Isaac Kiema	National Project Coordinator, ILO
	Ms. Jennifer Karunguri	Finance and Administration Assistant, ILO
	Ms. Christine Ngugi	National Programme Officer-Skills Development, ILO
	Ms. Amina Abikar	National Programme Officer-Enterprise, ILO
	Mr. Jackson Obara	Regional Manager, ForumCiv
	Ms. Mercy Koini	Project Coordinator, ForumCiv
	Mr. Titus Kuria	Learning Officer, ForumCiv
Development partner/donor agency		

⁶³ NB. Ms. is used for all women interviewed/consultant, regardless of marital status.

Organisation	Name⁶³	Position
Embassy of Sweden/Sida:	Ms. Paula Kermfors	Senior Programme Manager, Market Development
Akiira	Dr. Stephen Onancha	Resource Development Director
Consultants		
	Mr. Martin Clemens	Independent consultant
Other stakeholders in the project areas		
	Mr. John Karani	Nakuru County Water Engineer
	Mr. Kimemia	Director, Youth Affairs Office, Nakuru county (Currently PAC chairman)
	Mr. Paul Cheruiyot Rutto	Assistant Director, Vocational Education & Training Centre (PAC Co Chairman)
	Mr. Benjamin Bella	Director, Adult Literacy and Early Learning, Narok County
	Mr. Julius Kigamba	Compliance Manager, Oserian Flowers
	Mr. Lemein	Chief Officer, Sports & Youth Affairs, Narok County
	Mr. Mwangi Warui	Principal, Nakuru VTC
	Mr. Jared Omare	Principal, Maiiela VTC
	Mr. Kiplagat Cheruiyot	Instructor, Maiiela VTC
	Ms. Beth Waithaka	Instructor, Maiiela VTC
	Ms. Sarah Gatheka	Principal, Mirera VTC
	Sammy Kipngetch	Principal, Nairegie Enkare VTC, Narok
	Mr. Raiyan Ole Larus	Instructor.Nairegie Enkare VTC, Narok
	Ms. Mary Wanjiku	Instructor.Nairegie Enkare VTC, Narok
	Mr. Edwin Chege	Instructor.Nairegie Enkare VTC, Narok
	Ms. Christine Sialo	Instructor.Nairegie Enkare VTC, Narok
	Ms. Jackline Wambui	Instructor,Nairegie Enkare VTC, Narok
	Mrs. Grace Naini	Principal, Narok VTC
	Mr. Muli Alexander	Deputy Principal, Narok VTC
	Mr. Kipkorir Langat	Instructor, Narok VTC
	Mr. Erick Lemayian	Instructor, Narok VTC
	Mr. Pere Jonathan	Instructor, Narok VTC

Organisation	Name ⁶³	Position
	Mr. Sumri	Technical Manager, Ewaso Nyiro Tannery, Narok
	Mr. Stanley Kanyoni	Director, Narok Water services & sewerage company (NAWASCO)
	Mr. Dansen Saruni	Area Chief, Enoosupukia location, Suswa Narok
	Ms. Rachael Lanoi Rapio	Entrepreneur supported by PPDP to start catering business
	Ms. Mary Kiraison	Entrepreneur supported by PPDP to start catering business
	Ms. Faith Marete	Health Records Officer, County Government of Nakuru (Naivasha Sub-County)
	Community FGD in Olkaria, RapLands	Total number : 27 (14 female: 13 male) ⁶⁴
	Community FGD in Suswa	Total number : 49 (20 female: 29 male) ⁶⁵

NB: Mr. Stephen Obiro, Head of Advocacy, Communications & Partnerships, Federation of Kenya Employers and Mr. Jealous Chirove, Senior Employment Specialist, ILO Office, Dar Tanzania, were contacted by the evaluation team, but did not respond.

B) LIST OF PARTICIPANTS IN THE WORKSHOP

	Name	Organization	Designation
1	Ms. Paula Kermfors	Embassy of Sweden	First Secretary/Senior Programme Manager, Market Development & Employment Development Cooperation Section Kenya
2	Mr. Matema Mandigo	ILO Pretoria	PPDP MTE Evaluation Manager
3	Mr. Jens Dyring - Christensen	ILO Pretoria	Senior Enterprise Specialist, Decent Work Country Team
4	Mr. Stephen Obiro	FKE	Head of Advocacy, Communication & Partnerships
5	Dr. Damaris Muhika	COTU-K	Programme Officer
6	Ms. Binta Mutale	Africa International Council of Swedish Industry (NIR) ⁶⁶	Programme operations Manager
7	Dr. Meshack Opwora	Ministry of Education	Director TVET
8	Dr. Stephen Onacha	Akiira Geothermal Ltd	Director Resource Development

⁶⁴ A list of names of the participants exists.

⁶⁵ Ibid.

⁶⁶ NIR is an abbreviation for *Näringslivets Internationella Råd* ((in Swedish).

	Name	Organization	Designation
9	Mr. Koimet Lemein	County Government of Narok	Chief Officer Education, Gender and Youth Affairs
10	Mr. Josphat Kimemia	County Government of Nakuru	Director, Youth Affairs
11	Mr. Paul Rutto	County Government of Narok	Assistant Director Vocational Education and Training
12	Ms. Rose Kubai	KenGen PLC	Geologist
13	Mr. Anthony Kiogora	Equity Group Foundation	Associate Director-Enterprise Development & Financial Inclusion
14	Mr. Stanley Kuyioni	Narok Water & Sewerage Services Company Ltd	Managing Director
15	Mr. Benjamin Bella	Ministry of Education	Director of Early learning and adult education, Narok County
16	Eng. Ali Boru	Ewaso Ngiro South Development Authority	Chief Manager Technical Services
17	Ms. Millicent Otom	National Industrial Training Authority	Chief Enterprise Development and Marketing Officer
18	Ms. Faith Marete	County Government of Nakuru	Naivasha Sub-County Health Management
19	Ms. Georgina Kilonzo	Menengai Oil Industries Ltd	Head of Human Resources
20	Ms. Jackline Meso	Ministry of Public Service & Gender Affairs	Deputy Director, Public Service Training Department
21	Ms. Grace Chacha	County Government of Nakuru	Personal Assistant to the Director Youth Affairs
22	Mr. Julius Kigamba	Oserian Development Company Ltd	Compliance Officer
23	Mr. Joseph Nkamasiai	African Indigenous Agency for Development	Executive Director
24	Mr. Julius Lunani	Njoro Canning Ltd	Human Resources Manager
25	Mr. David Maina	TVET CDACC	Officer
26	Ms. Jecinta Rioba	Mara Farming	Human Resources Manager
27	Mr. Olomunyak Nairuko	Nairegie Enkare Vocational Training Centre	Principal
28	Mr. Jared Omare	Maiella Polytechnic	Principal
29	Ms. Nancy Biwott	Swedish Workplace Programme	Regional Programme Coordinator
30	Mr. John Karani	County Government of Nakuru	Water Officer, Department of water
31	Mr. Kilesi Nkuito	African Indigenous Agency for Development	Program Officer

	Name	Organization	Designation
32	Mr. Isaac Kiema	ILO	National Programme Coordinator
33	Mr. Jackson Obare	Forum CIV	Hub Manager, Eastern & Southern Africa
34	Ms. Mercy Koini	Forum CIV	Project Lead, Community Engagement and Liaison Officer
35	Ms. Christine Ngugi	ILO	National Programme Officer - Skills Development
36	Ms. Amina Abikar	ILO	National Programme Officer - Enterprise Development
37	Ms. Jennifer Karunguru	ILO	Finance & Administrative Assistant
38	Ms. Elizabeth Mutitu	Forum CIV	Grants Officer
39	Mr. John Kololi	ILO	Senior Driver

C) TEXT OF THE POWER POINTS PRESENTED IN THE WORKSHOP

Below is the text of Power Point Presentation in the (virtual) “Workshop for Presentation of the Preliminary Findings of the independent Mid-term Evaluation” (unaltered) on 9 April 2021, by Lotta Nycander and Silas Ochieng, consultants (the text is followed by the List of Participants in the workshop).

Workshop Agenda

09.30 am “Registration”
 10.00 Introductions
 10.15 Presenting preliminary findings
 10.45 Question & Answer session
 11.15 Discussion on the Way Forward
 11.30 Closing

What will we talk about?

- Very brief facts about the PPDP Project
- Evaluation framework: Evaluation criteria, methods of data collection and sources
- Preliminary findings in relation to the Project’s four Outcomes

Brief facts - PPDP Project

- Project’s key concerns/problems to tackle: Poverty, exclusion, lack of employable skills, gender inequality and lack of basic public services in the affected areas.
- Activities in the field are mainly in, and around, Nakuru and Narok Counties (Suswa and RapLands sub-counties) in the Southern part of the Great Rift Valley.
- Project implemented by International Labour Organisation (ILO) and ForumCiv – a Swedish NGO. ILO has 5 project staff members and ForumCiv has 6 project staff members.

- Others involved in the implementation are a number of public and private sector actors, including Nakuru and Narok County governments; Vocational training institutions; Kenya Electrics (KENGEN) – and from the private sector: Akiira Geothermal and Oserian Development Company.
- Inception phase of 10 months (May 2018 – March 2019) and 3 years implementation phase, from April 2019 – October 2022.
- Funded by the Sida, through Embassy of Sweden, and Kenyan counterparts (public and private). Budget: USD 7.7 m (7,760,414). Sida’s contribution: USD 4.9 m (4,870,000). Kenyan partners’ contributions: almost USD 2.9 m (2,890,414)

Overall goal is improved living conditions for young women and men in, and around, Nakuru and Narok Counties.

4 outcomes at the end of project period (Oct. 2022):

- 1) Decent jobs resulting from relevant and quality skills provided by selected vocational training centers and other training institutions
- 2) Decent jobs resulting from new and growing businesses created
- 3) Improved community participation in lobbying for increased access to public and social services and duty bearers accountability in providing social services
- 4) Strengthened Project management and coordination

Project’s key activities: Skills and capacity development, community mobilization, advocacy, and studies/research.

Intended clients of the mid term evaluation (users)

- ✓ ILO (Kenya, Dar, Tanzania, South Africa, Geneva) and ForumCiv Kenya
- ✓ Sida/Embassy of Sweden and (development partner/donors)
- ✓ Nakuru and Narok County Governments
- ✓ Several Government ministries (incl. Labour and Social Protection, Energy, Education)
- ✓ Technical Vocational Education and Training institutions (TVET)
- ✓ Kenya Electricity Generating Company (KENGEN)
- ✓ Federation of Kenyan Employers (FKE)
- ✓ Central Organization of Trade Unions (COTU)
- ✓ Private sector partners: Akiira Geothermal Ltd and Oserian Development Company
- ✓ Community Based Organisations (CBOs)
- ✓ Ultimate beneficiaries: Community members involved (young women & men)

Evaluation framework

SCOPE: Assess the Project’s progress from May 2018 to date and all outputs and outcomes

STANDARD EVALUATION CRITERIA:

- Relevance coherence and strategic fit; Validity of design, Efficiency of resource use, Impact orientation and sustainability

Methods and sources of data:

- Mix of methods : Documentation review; in-depth semi-structured interviews; meetings; discussions, Focus Group Discussions (76 community members) in the project areas; e-mail correspondence; and questionnaire survey.
- Both qualitative and quantitative information collected (quantitative data from secondary sources only)
- Identifying trends and evidence of achievement and performance

Overall findings

PPDP project is well aligned with key policies:

Kenya Decent Work Country Programme (DWCP) Priority 1, on Employment promotion women and men including young people, persons with disability and other vulnerable groups have increased access to decent jobs, income and entrepreneurship opportunities

ILO Programme & Budget 2020-21 Outcome 4 on Promoting sustainable enterprises as generators of employment and promoters of innovation and decent work and Outcome 5 on Skills and lifelong learning to facilitate access to and transitions in the labour market.

United Nations Development Assistance Framework (UNDAF) to the Government of Kenya, the project is contributing towards Strategic Result Area 3 related to Sustainable Economic Growth.

Sustainable Development Goals (SDGs) contributing to SDG 4 “to ensure inclusive and equitable quality education and promote life-long learning opportunities for all and SDG 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

- PPDP model praised by all - bringing all key stakeholder organisations on board
- Was designed to respond to:
 - 1) Geotherm companies employing migrant workers - not local people; and
 - 2) Potential conflict in the Nakuru-Narok communities
- Project preparation took long time and was costly
- Project design (outputs, outcomes) sufficiently logical & structure is functional (management coordination, PSC, PAC, skills technical committees)
- Joint implementation by ILO and ForumCiv as equal parties took some time to establish
- Partnership agreements done with public & private actors
- Minimal cooperation with other ILO/UN projects/programmes
- Over 100 employment opportunities were created acc. to the mgt: Some got permanent and wage employment in companies including KenGen PLC, Orpower, CSI construction company, Wambuku hotel
- 53 trainees (33M:20F) got full time/part time self-employment and earning incomes.
- Women have mainly chosen opportunities in business sector, as entrepreneurs/SMEs
- Several cross-cutting issues have been addressed (gender equality, environment, life skills and job readiness).
- Covid-19 situation has greatly obstructed all training/internships, job attachments & business activities for the participants (“beneficiaries”). One year is lost for the Project - sustainability/exiting in Oct 2022 in jeopardy.

Baselines and studies

- Skills anticipation study, by ForumCiv in 2016/7 by ForumCiv when the project was being conceptualized
- Study report for updating baseline data, 20 April 2017, Forum Syd
- Skills demands excerpt in 2019 (to assess skills demands)
- Gender Analysis, 12 August 2019 (followed by a Gender and Social Inclusion Action Plan)
- Baseline study, February 2019
- PPDP Communication and Advocacy Strategy (date?)

- Business status analysis (year?)
- Simplified Environmental Assessment (year?)
- Green Jobs Assessment study (year?)
- PPDP Rapid Impact Assessment findings report: An insight into the effects of Covid-19 on the Public Private Development Partnership project activities, April 2020
- Tracer study 2020
- Capacity Needs Assessment and Development report, Nakuru and Narok counties, August 2020
- Private Sector Engagement Strategy & Sustainability Analysis, June 2020

Key findings on Outcome 1

• Project supported TVET and the Strategic plans 2020-2022 for VTCs (Maaiaela VTC, Nakuru County Government; Nairegie Enkare VTC; and Narok VTC, Narok County government)

- 6 VTCs participating in PPDP (2 Counties) – 4 are equipped but not fully
- NITA developed total 9 demand-driven competency training courses.
- Quantitative targets set for: Training courses; graduates (assessed/certified); VTCs having new equipment; Trainers trained & certified; VTC Instructors visiting industries.
- 380 trainees (254 male and 126 female) enrolled in the (new NITA) courses at VTCs
- Subjects: Electrical installation, welding, plumbing, food and beverage, production, construction and building, motor vehicle mechanics and fashion design technology (in Narok, Nairegie, Engare, Mirera and Maiella VTCs).
- Girls supported to choose training in "non-traditional" occupational skills ("male-dominated")
- Trainees in 4 VTCs were to be assessed & be certified to obtain artisan grade III certification in April 2020 – was disrupted due to Covid.
- Delay of development of learning guides, assessment & mentoring tools for 5 CDACC courses.
- Internships and attachments in industry is part of this outcome. The Plan was 400 Trainees for attachments - 150 was the figure in Oct 2020
- 11 (8 male, 3 female) VTC Instructors upgraded their skills through attachments in industries.
- New partnership with Ajiry/Centum and Njoro Canning Company may provide more opportunities for attachments.

Some challenges Outcome 1:

Difficult to support girls making education and job-oriented choices – problem with dropping out of courses, getting pregnant/married - not continuing to get certification
Covid minimizing opportunities for on-the-job training and employment;
Technical University delayed finalization of curricula.

Some mitigation efforts: "Re-engagement meetings" with County Governors to remind about commitments & secure additional ones; reassigning some work to TVET CDACC, seeking strategic (additional) partnerships.

Beneficiary voices (Outcome 1)

“The population in Maiiela is growing and new structures are under construction. The whole area has one welder and we need more of our trainers to take advantage of the opportunities”.... Principal, Maaiela, VTC

“This course is very marketable since there are few plumbers in the market...I managed to get a job after my internship but I couldn't take it up since I haven't sat the final” ...Learner, Plumbing course, Mirera VTC

Key findings Outcome 2

This Outcome relates to small and medium scale enterprise development Entrepreneurship trainings were introduced in the VTCs using the GET AHEAD and SIYB training programmes but could not continue due to Covid.

- 34 Trainers were trained, reaching 542 entrepreneurs.
- 24 new small businesses were set up (May 2020 report) but restrictions in transportation, tourism and education sectors caused many small businesses to collapse as their economic activities depended on these sectors – for example women working with food catering during events.
- Financing a difficult issue for SMEs - Project has made efforts to identify potential financiers (commercial banks require collateral!)
- Examples: Dialogue with Equity Foundation and pursuing Nakuru County Bill “Enterprise Development Fund Bill.
- Narok Tannery – evaluation field visit March 2020

Beneficiary voices (Outcome 2)

“...I have been doing business ...before the training, I didn't know whether I was making profits or not...After the training, I keep records for every transaction and even make savings”....Female beneficiary of entrepreneurship training, Raplands;

“...People never regard farming as a business...after the training, I ventured into beans production out of which, I harvested five bags, sold four and retained one bag for household consumption...”....Female beneficiary of entrepreneurship training, Suswa.

Key findings Outcome 3

Outcome relates to improved community participation in lobbying for increased access to public and social services and duty bearers accountability in providing social services Simplified County Integrated Development Plans (CIDPs) produced (only English?) 20 Community Action Plans developed in Suswa (Narok) and Raplands (Nakuru) implemented (8 implemented). The communities' concerns: (Progress report, Oct 2020):

- Lack of water;
- Unemployment for young people;
- Lack of access to information from the County Government;
- Lack of equipped health facility (Olkaria) and access to medicine, Community Health Units & Community Health Volunteers in Narok County; and
- Gender Based Violence;

Key findings Outcome 3 :Actors engaged to deliver outcome 3 activities (Table)

Key findings Outcome 3 continued

- Project informed communities of “dialogues and decision-making platforms”

for them to lobby for their Community Action Plans to be taken into account by the LG (for example: lobbying for action on GBV; community health services & health unit with MoH; and access to water at Narok CG).

- 1,197 people trained on their rights (using Right/s Way Forward concept)
- 252 (122 M, 130F) community members were trained on their right to public participation (constitutional provision)
- 900 young people reached (virtually and physically) during the International Youth Week in 2020. (organised in cooperation with PROSPECS ILO project). Involved messages to pursue their talents and develop their skills
- Adult literacy classes conducted for 428 people (236 male; 192 female)
- KENGEN's CSR committee committed to support piped water (committed to support). Feasibility study done.

Beneficiary voices (Outcome 3)

- “After adult classes, I have been able to support my son in school complete his homework. Before, I couldn't...” beneficiary of adult literacy class, Suswa.
- “... I am able to read, write and do basic arithmetic using the calculator on my phone...I even know how to send SMS ...”. beneficiary of adult literacy class.
-“....We didn't know we were entitled to Constituency Development Funds/CDF....after understanding the CIDP, we were able to approach the ward administrator and now our children can access CDF funds to subsidise school fees”...Male participant in FGD session at Raplands

Key findings Outcome 4

This outcome relates to an institutional mechanism for planning and implementation

- In Oct 2020, 60 percent of the outputs were achieved
- Stakeholder consultation meetings held to refine the strategy (with Narok county executives, Chief officers, and directors 15th October 2020 to share the project progress, successes, lessons and challenges with the county government as a key partner)
- Agreements for commitments signed with new partners: Equity Group Foundation, Ajiry/Centum Group & Njoro Canning Factory
- Project Team building was not held (?) due to Covid.
- A sustainability plan has been developed and updates
- PAC and PCS meetings held with issues brought up: Private sector engagement strategy, sustainability Analysis, Gender action plan, among many others
- Project is keeping a “partners contribution index”
- The project continued to implement the communications strategy for PPDP partners
- Rescheduled the Mid term evaluation first to Sept/October 2020, then to March 2021

Enrolment in Maeiila VTC, Nakuru before and after COVID

(This slide was a Table – now inside the report)

Narok VTC enrolment before and after Covid

(This slide was a Table - now inside the report)

Face mask produced by PPDP supported VTCs

(This slide had a photo)

Some reflections & way forward

- How does attrition in County Government impact on PPDP's sustainability plans?
- PPDP project is known as "Suswa/Raplands" project – how is this a problem?
- Implementation of the Tools to Work concept to better equip the VTCs, what are the prospects?
- Realistically – are there any real prospects for financing to SMEs ?
- PPDP Outcomes depend on local policies - and their enforcement (e.g. SME funding policy). - to materialize. Do we want to place more focus on policy level work when moving forward?
- What is the role of Community Health Volunteers as "influencers" for better health outcomes?
- What can the PPDP project do to enable/train stakeholders to embrace communication technology/ITC? Physical meetings may remain untenable for some more time..
- Water access is a huge problem. Is it realistic that KENGEN's commitment to help out with piped water will work?
- More focus on non-discrimination of people who are differently abled (have "disabilities") – what can the PPDP project do to "fast track" some activities (initial contacts made with an NGO)?
- Are there any ideas about whether the Project plays any role in tensions among participating communities in Nakuru and Narok counties?

ANNEX V. DOCUMENTS CONSULTED

This list will be completed in the next version of the report.

- Strategy for Sweden´s Development Cooperation with Kenya 2021-2025, Department of Foreign Affairs (*Strategi för Sveriges Utvecklingssamarbete med Kenya 2021-2025, Utrikesdepartementet, Bilaga till regeringsbeslut 2020-12-17*)
- Applying Evaluation Criteria Thoughtfully, OECD DAC 2021
- Project Document, PPDP
- Technical Progress Reports
- Baseline study for Private Partnership Development Project (PPDP)- Inclusive Growth through Decent Work in the Great Rift Valley.
- (original) Skills anticipation study, Forum Syd 2016. SKILLS DEMAND AND SUPPLY EXCERPT February 2019
- Excerpt of Skills demand study, 2019 “The skills demand excerpt, which was undertaken by the project once the project has commenced (2019) to assess the current skills demand.
- Assessment of options to strengthen inclusive growth of the geothermal power sector in the Naivasha sub-county, Kenya, Niras, draft report, April 2016, Søren Poulsen, Jane Njiru, Nora Kokanova
- PPDP Communication and Advocacy Strategy, by Ruth Musembi –Seal Communication Consulting (Lead) Grace Munjuri – Brand Magnets Limited Kaara Wainaina – Seal Communication Consulting
- Private Sector Engagement Strategy & Sustainability Analysis, PPDP Project, June 2020
- PPDP Rapid Impact Assessment findings report: An insight into the effects of Covid-19 on the Public Private Development Partnership project activities, April 2020
- Simplified Environmental Assessment, PPDP
- Terms of References for three studies: Baseline, Gender and Tracer study
- Gender (and Social Inclusion) Action Plan, PPDP project (no author named)
- Gender Analysis Report for The Public Private Sector Development Partnership (PPDP) Project Inclusive Growth through Decent Work in the Great Rift Valley REPORT 12 AUGUST 2019, PPDP project
- Implications of COVID-19 on evaluations in the ILO, Practical tips on adapting to the situation 20 March2020 (v.1) 24 April 2020 (v.3).
- PPDP’s Monitoring and Evaluation (M&E) Framework, by Gabriel Wilhelm, consultant.
- Final Report (draft), 19th of June 2018 Mapping study: Productive Employment with Decent Working Conditions within Swedish bilateral and regional development cooperation strategies in Sub-Saharan Africa, by Lotta Nycander, FCG
- 14 Annexes of the PPDP Inception Phase report
- PPDP Project summary – separate document received from M. Clemens

- Nakuru and Narok County Integrated Development Plans (2018-2022), County Government of Nakuru (Final Drafts)
- Capacity needs assessment and development report, Nakuru and Narok counties, August 2020, Public Policy formulation and oversight, Sovereign Insight
- Community Action Plans (outcome 3)
- Outcome 3 Mid-term review PPDP project
- Sub-grantee Capacity Development Guideline, Responsible: Jackson Obare, ESA Hub Manager ForumCiv
- Grant Administration Guidelines, Guiding principles and procedures for programmes managing grants to partners, ForumCiv
- Study report for updating baseline data, PPDP project, 20-April-2017, Forum Syd
- Nakuru CIDP (2018-2022) Information Booklet. *A simplified version with a focus on Naivasha Sub-County - an extract of information from the Nakuru County Integrated Development Plan 2018-2022. The document presents simplified information targeting the project-affected community areas in Nakuru East Sub-County.*
- Narok CIDP (2018-2022) Information Booklet. *A simplified version with a focus on Naivasha Sub-County - an extract of information from the Nakuru County Integrated Development Plan 2018-2022. The document presents simplified information targeting the project-affected community areas in Nakuru East Sub-County.*
- Meeting Minutes from Project Steering Committee (PSC) meetings, Project Advisory Meetings (PAC), and Annual Review Meetings. (ARM)
- MoUs and Letters of Commitment with Partner organisations
- “Nakuru County and ILO partner to equip youth with technical skills”, article in the Daily Nation, March 1, 2021
- The Impact of Renewable Energy Projects on Indigenous Communities in Kenya. December 2019, IWGIA report No. 28
- Geothermal expansion and Maasai land conflicts in Kenya: <https://climate-diplomacy.org/magazine/geothermal-expansion-and-maasai-land-conflicts-kenya>
- Briefing Paper No. 10: An Analysis of the Land and Boundary Related Disputes in Nakuru County <https://shalomconflictcenter.org/briefing-paper-no-10/> Shalom-SCCRR Department of Research, Director: Prof. W. K. Omoka. The voice of Peace Practitioners and Researchers, 2020.
- 2019 Kenya Population and Housing Census. Volume I: Population By County and Sub-County, and Volume 2. Distribution of Population by administrative Units.
- Private sector sustainability action plan (no date)

Websites

- Systemic evaluation design: <https://cs14d.wordpress.com/2019/03/25/systemic-evaluation-design/>

- <https://www.forumciv.org/int/rights-way-forward>
- https://geothermalresourcescouncil.blogspot.com/2019/10/kenya-geothermal_23.html
- <https://agpo.go.ke/> - about Access to Government Procurement Opportunities (AGPO)

ANNEX VI. DATA COLLECTION INSTRUMENTS

The below **Questionnaire survey** was applied only for the Project staff :

The evaluation team has been informed that the design stage of the Project took a long time, one reason being the necessity to have all key stakeholders on board, and committed to making contributions to the Project objectives. We understand that the Project, being a PPDP, needs to balance the interests of both public and private interests, representation and participation.

- Below is a list of your **partners/stakeholders**.

Please indicate with a number 1,2,3,4, or 5 (5 being of the highest importance and 1, the lowest) of their respective involvement, in terms of **contributing to the outcomes/overall goal** of the Project. If you are uncertain about their roles or contributions, please put an X in the third column “uncertain”.

Organisation/institution	Making contributions (kind or cash) to the implementation	Active partner, helping to achieve outputs/outcomes	Uncertain
Ministry of Labour & Social Protection			
Ministry of Education			
Ministry of Energy			
Ministry of Public Service, Youth and Gender Affairs			
Local Government in Nakuru			
Local Government in Narok			
KenGen			
Micro and Small Enterprises Authority (MSEA)			
NITA			
Training institutions in Nakuru			
Training institutions in Narok			
Federation of Kenya Employers			
Central Organization of Trade Unions Kenya			
Akiira			
Oserian Flowers			
WaitRose & Partners Foundation			

Organisation/institution	Making contributions (kind or cash) to the implementation	Active partner, helping to achieve outputs/outcomes	Uncertain
Other ILO project/programme (indicate which one)			
Other non-ILO development project/programme (indicate which one)			
Community mobilisers			
Targeted beneficiaries in communities in Suswa, Narok country			
Targeted beneficiaries in communities in Raplands, Nakuru Country			
Community based Organisations (CBO) in Suswa, Narok Country			
Community based Organisation (CBO) in Raplands Nakuru Country			
Others (please name)			

1. To what extent level have you received technical support from (insert an X in the suitable box):

a) ILO, Dar office?

A lot	Adequate	Not much	Was not required/applicable

b) ILO Headquarters, Geneva?

A lot	Adequate	Not much	Was not required//applicable

c) To what level has the Project received adequate administrative support from the ILO Dar office?

A lot	Adequate	Not much	Was not required/applicable

--	--	--	--

6. Please indicate three major achievements of the PPDP project (your own view):

.....

7. The PPDP project is expected to consider (integrate) six cross-cutting concerns in its implementation, according to the Project Document, namely:

- Environmental preservation and creation of green jobs;
- Gender equality;
- HIV and AIDS awareness;
- Conflict mitigation;
- Life skills and job readiness; and
- Disability

a) Please indicate 2-3 cross-cutting issues, that the Project has been able to *integrate very well* into the Project implementation:

.....

b) Please indicate 2-3 cross-cutting issues that the Project *has not* been able to integrate well in the Project implementation:

.....

8. All Projects and project staff face some challenges. Please help us understand the situation in the Project:

a) Indicate 3 key work-related challenges that you have faced (or still are facing) in performing your job in the Project?

.....

b) How have you been able to overcome these challenges?

.....

c) If the challenge/s were not overcome - what are the reasons according to you?

.....

9. All projects learn lessons about what has worked, or not worked.

a) In your opinion what lesson/s can we draw and learn from the Project implementation?

.....

b) Please name 1-2 key things that you think the Project should have done differently in design and/or implementation:

.....
Thank you very much! Your cooperation is very much appreciated.

Please send your reply only to:

lotta.nycander@gmail.com

Your replies will be treated with discretion and if you prefer to not put your name on your replies – that is absolutely fine!

Lotta Nycander

Team leader
PPDP Evaluation

ANNEX VII. EVALUATION MATRIX: SOURCES OF DATA AND METHODS

Evaluation questions ⁶⁷	Sources of data	Method
1.	Project Document, national policy documents (UNDAF, Kenya Vision, , Government County plans for Narok a& Nakuru, DWCP, Sida development cooperation strategy for Kenya	Desk Review
2.	Information about other ILO projects online (ILO websites), interviews	Desk Review
3.	Progress reports, briefs	Desk Review & interviews
4.	Progress reports, interviews	Desk review
5.	Project Document including the LFA matrix, & Theory of Change matrix, technical project reports (TPRs)	Desk review, interviews
6.	Project Document, MEL documents, Assessment reports, technical reports, TPRs, info from beneficiaries	Desk review, FGDs and interviews
7.	ToC, LFA matrices and Project Document (baseline report, gender analysis report and action plan)	Desk review, interviews
8.	TPRs, Minutes from Project committee meetings, Exit/Sustainability strategy reports (if available)	Desk review, interviews
9.	TPRs, correspondence with donor, results based matrices	Desk review
10.	TPRs, meeting minutes	Desk review, interviews, FGDs

⁶⁷ The numbers in this column are the actual evaluation questions numbers, see section 1.2 in the main body of the report.

Evaluation questions ⁶⁷	Sources of data	Method
11.	TPRs, Assessment reports, Minutes from meetings	Desk review, FGD Interviews
12.	TPRs, info from Trainers and Beneficiaries, info from stakeholders	Desk review, interviews, FGDs
13.	Progress reports, interviews	Desk review, interviews with donor and Partners
14.	TPRs, scrutiny of documents	Desk review, Interviews
15.	Project's M&E (MEL) system (scrutiny against the prodoc and work plans)	Desk review Interviews
16.	Risk assessments (if existing), TPRs, assessment reports	Desk review Interviews
17.	TPRs	Interviews, FGD
18.	Scrutiny of any adapted intervention model	Desk review, discussions, Interviews
19.	Finance documents (expenditures against budgets), TPRs	Desk review, interviews, discussions with Admin & finance staff
20.	Project document, work plans & budgets, TPRs, assessments	Desk review, interviews
21.	Gender analysis and gender action plans, TPRs, technical reports, assessments	Desk review, interviews, FGDs
22.	TPRs, assessments, info from private sector and local officials, beneficiaries and trainers and TVET institutions , (local) policy documents (any secondary data (records) if existing)	Desk review, Interviews, discussions

Evaluation questions ⁶⁷	Sources of data	Method
23.	Ditto	Ditto
24.	Records/written info about Partner contributions and steps toward sustaining project outcomes, Training course assessment by trainees/trainers, TPRs	Desk review, Interviews
25.	Ditto	Ditto
26.	Exit strategy document if existing, TPRs	Desk review, Interviews, discussions

ANNEX VIII. EMERGING LESSONS LEARNED AND GOOD PRACTICES

ILO Lesson Learned

Project Title: Inclusive growth through decent work in the Great Rift Valley project – a Public Private Development Partnership (PPDP)

Project TC/SYMBOL:

Name of Evaluator: Lotta Nycander, Silas Ochieng

Date: 25/04/2021

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Lessons learned No. 1:</p> <p>SRHR activities should be part of ILO technical assistance projects that implement activities in rural communities where poverty and lack of education are rampant and that involve young vulnerable women (and men) as “beneficiaries”</p> <p>Projects and institutions should be better prepared for potential consequences for young women in times of pandemics, or calamities, in society that very quickly can turn good developments upside down.</p> <p>This applies particularly to young women/girls who already are vulnerable, have little education, or access to sexual and reproductive health rights (SRHR) and information, and when the society in general lacks social security/social protection.</p>
Context and any related preconditions	<p>Despite the fact that the poverty is a known driver of early marriage (and early pregnancies) and the Project had produced a Gender analysis and a Gender action plan the project could not prevent that young women dropped out the training due to pregnancies and marriage. Understandably, the Project was not in a position to influence the training institutions closing due to safety reasons related to the restrictions and the Covid 19 pandemic. However, it seems there was no preparedness for the consequences .i.e. that many girls would not return in January 2021.</p>
Targeted users / Beneficiaries	<p>Young women/girls, trainees in the Project</p>

Challenges /negative lessons - Causal factors	<p>Had the girls been empowered and known how to protect themselves, the drop out numbers from the Project's training courses could have been negligible.</p>
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	<p>Some element of SRHR should be part of Project's design when addressing young women (partnership could be forged with UNICEF) and the activities should be reflected in the budget and the results framework.</p>

ILO Lesson Learned Template

Project Title: Inclusive growth through decent work in the Great Rift Valley project – a Public Private Development Partnership (PPDP)

Project TC/SYMBOL:

Name of Evaluator: Lotta Nycander, Silas Ochieng

Date: 25/04/2021

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Lessons learned No. 2: Arrangements for projects such as the PPDP, need funding for the preparations that are necessary <i>prior</i> to the projects' start up</p> <p>Like so many other ILO Projects, the Project used the inception phase mainly to build partnerships, mobilise partners to commit to the funding strategies and objectives, and to set up the governance committees. However, it took a lot of time (several years) <i>prior</i> to this stage could even start up, during which ILO (and consultants), Sida/Swedish Embassy and Akiira developed the ideas - preparations which were costly.</p>
Context and any related preconditions	Some key persons had to leave the preparatory process which caused delays in getting the design in place and start up the Project.
Targeted users / Beneficiaries	N.A.
Challenges /negative lessons - Causal factors	

Success / Positive Issues - Causal factors	Had specific funding been available for the project <i>development</i> period, the preparatory phase would have been smoother and faster and continuity of the process could have been secured.
ILO Administrative Issues (staff, resources, design, implementation)	ILO and donors could agree to spend funds for Project preparatory phases.

ILO Lesson Learned Template

Project Title: Inclusive growth through decent work in the Great Rift Valley project – a Public Private Development Partnership (PPDP)

Project TC/SYMBOL:

Name of Evaluator: Lotta Nycander, Silas Ochieng

Date: 25/04/2021

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Lessons learned No. 3: Project’s policy level engagements should be reflected in specific policy outcomes in the design</p> <p>Projects working on policy issue should include a specific policy level outcome - supported by policy outputs and activities (and indicators) – that are clearly spelled out and visible in the project results framework (ToC). This would help make project’s aspirations for long lasting change more transparent and require clear accountability from the key Partners, including governments, and enable results to be “measured”.</p>
Context and any related preconditions	<p>The Project has worked through three levels of engagement at policy, sectoral, operational level – but has not outcome related to policy work.</p>
Targeted users / Beneficiaries	<p>Policy makers, decision-makers</p>
Challenges /negative lessons - Causal factors	

Success / Positive Issues - Causal factors	This would help make project’s aspirations for long lasting change more transparent and require clear accountability from the key Partners, including governments
ILO Administrative Issues (staff, resources, design, implementation)	The project designers need to take this lesson into account and include policy outcomes in Project Documents, LFAs/ToCs.

ILO Emerging Good Practice

Project Title: Inclusive growth through decent work in the Great Rift Valley project – a Public Private Development Partnership (PPDP)

Project TC/SYMBOL:

Name of Evaluator: Lotta Nycander, and Silas Ochieng

Date: 25 April 2021

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Good practice No.1: Moving away from the “dependency syndrome”</p> <p>This PPDP project was designed with an in-built in conditionality and participation from the private sector. In this sense that the Project is quite unique and experimental - and a good practice. It is operated with a two-parts total budget, one part coming from Sida and the other part coming from partners in the private and public sector. Sida is expecting that its part gradually will become <i>smaller</i> while the other part will <i>grow</i>. Part of the good practice is that this is a move away from perpetuating the “dependency syndrome” created by technical assistance/development aid.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>ILO typically implements technical assistance projects based on participation from its constituents, typically Labour ministries, Employers and Workers organisations – however, most often participation has simply meant that their representatives take part as in capacity development activities locally, or at the International Training Centre (ITCILO) in Turin, or in study tours abroad, or participate in studies or research paid for by the ILO.</p> <p>Projects have been implemented also in partnership with other UN agencies/programmes, the private sector and NGOs. In many cases contributions from these other actors to the ILO projects are in kind, such as human resources for training, staff time, venues.</p>
<p>Establish a clear cause-effect relationship</p>	<p>Commitment from Private and Public actors creates better chances for ownersip/sustainability</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	
<p>Potential for replication and by whom</p>	<p>Can be replicated by most agencies</p>

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	
Other documents or relevant comments	

ILO Emerging Good Practice

Project Title: Inclusive growth through decent work in the Great Rift Valley project – a Public Private Development Partnership (PPDP)

Project TC/SYMBOL:

Name of Evaluator: Lotta Nycander, and Silas Ochieng

Date: 25 April 2021

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Good practice No. 2: Exploring existing channels of support from not-for-profit organisations (social enterprise organisation)</p> <p>An interesting example, of acquiring contributions also from the private sector is the Project’s contact with the Tools To Work (a not-for-profit organisation) which provides tools and equipment to young people in schools and vocational training, and/or young entrepreneurs, based on request from a local organization. The areas of support are tools and machines, woodwork, computer, sewing and knitting machines.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	
<p>Establish a clear cause-effect relationship</p>	
<p>Indicate measurable impact and targeted beneficiaries</p>	
<p>Potential for replication and by whom</p>	
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</p>	

Other documents or relevant comments	
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ANNEX X. LFA AND THEORY OF CHANGE

Key LFA elements:

Outcome 1: Decent jobs resulting from relevant and quality skills provided by selected vocational training centers and other training institutions

Output 1.1: Selected vocational training centers and other training institutions produce graduates with skills and qualifications demanded by the private and public sector

Output 1.2: Private sector companies and public institutions have entered into partnership agreements to provide attachment and internships opportunities for youth and women drawn from among the affected communities in Narok and Nakuru Counties

Output 1.3: Strategic plans for selected vocational education and training centers developed for the county Governments of Narok and Nakuru

Outcome 2: Decent jobs resulting from new and growing businesses created

Output 2.1: Economic opportunities identified and training needs assessed

Output 2.2: Selected women and youth trained on business development.

Output 2.3: Post-training support provided on business development services, linkages and access to finance

Output 2.4: Business opportunities for local SMEs in value chains of large companies identified

Outcome 3: Improved community participation in lobbying for increased access to public and social services and duty bearers accountability in providing social services.⁶⁸

Output 3.1: Communities are equipped with skills for lobbying and advocating for their rights using RWF methodology

Output 3.2: Dialogue platform for participation in county governance/decision-making spaces between the community and duty bearers formed

Output 3.3 Community Action Plans to improve access to public and social services implemented

Output 3.4: Communities are capacitated to conduct social audit on public and social service provision

Outcome 4: Strengthened project management and coordination

Output 4.1: An institutional mechanism for planning and implementation established

Output 4.2: A mechanism for sustainability is established and operational

Output 4.3: Knowledge management and communications strategy in place

The LFA includes indicators, assumptions/risks.

⁶⁸ It is noted that the ToR has a different phrasing of this outcome, namely “Increased *capacity* of communities to lobby for increased access to public and social services”, instead of “Improved community participation”.

The Theory of Change for Inclusive growth through Decent Work in the Great Rift Valley

