



International
Labour
Organization

▶ Evaluation Office



i-eval Discovery



The Inclusive Growth through Decent Work in the Great Rift Valley Project, Public Private Development Partnership (PPDP)

ILO DC/SYMBOL: **KEN/17/01/SWE**

Type of Evaluation: *Project*

Evaluation timing: *Final*

Evaluation nature: *Independent*

Project countries: **Kenya**

P&B Outcome(s): **1, 4 & 5**

SDG(s): **4 & 6**

Date when the evaluation was completed by the evaluator: **25 September 2023**

Date when evaluation was approved by EVAL: 13 October 2023

ILO Administrative Office: **ILO Country Office for the United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda**

ILO Technical Office(s): **DWT/CO Pretoria**

Joint evaluation agencies: [N/A]

Project duration: **May 10, 2018, to June 30, 2023**

Donor and budget: **USD\$ 7,760,414 (Sida contribution: USD 4,870,000 & Partners contribution USD 2,890,414)**

Name of consultant(s): **Dr. Edwin Ochieng Okul (Lead Consultant) and Dr. Margaret Wanjiku**

Name of Evaluation Manager: **Elmira Bakhshinyan**

Evaluation Office oversight: [Enter the name of the EVAL officer whom provided oversight to the evaluation]

Evaluation budget: **USD 26,733**

Key Words: Public Private Development Partnership (PPDP), Green energy, Education, Skills and Capacity building, Economic activities and Entrepreneurship, Social inclusion, protection and security, Gender and Labour and employment

Table of Contents

Acronyms and Abbreviations	3
Acknowledgements.....	5
Executive Summary.....	6
1. Project Background.....	15
1.1. Description of the project	15
2. Evaluation Background	19
2.2. Scope of the Evaluation	20
2.3. Clients of the Evaluation	20
2.4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO).....	20
3. Evaluation Methodology.....	23
3.1. The Evaluation Approach	23
3.2. The Evaluation Design.....	23
3.3 Data collection Techniques/Methodologies and Tools	24
3.4 Sampling.....	25
3.5 Data Analysis.....	27
3.6 Preliminary Results Presentation Workshop	27
3.7 Reporting.....	27
3.8 Limitations.....	27
4.0 Findings	28
4.1 Relevance and strategic fit.....	28
4.2 Coherence	30
4.3 Validity of the intervention design	31
4.4 Effectiveness	33
4.5 Efficiency.....	52
4.6 Impact Orientation.....	55
4.7 Sustainability.....	57
5. Conclusions	61
6. Lessons Learnt.....	62
8. Good Practice.....	63
9. Recommendations	64
10. Annex	67
Annex 1. Terms of Reference	67
Annex 2. Evaluation Matrix.....	85
Annex 3, Lessons Learnt.....	92

Annex 4. Good Practice.....	95
Annex 5. Evaluation Schedule.....	99
ANNEX 6. Documents reviewed.....	100
annex.7 List of Persons Interviewed	101
Annex 8. Results Framework	103

List of Tables

Table 1 Respondents Reached.....	26
Table 2 Outcome 1 Achievements	34
Table 3 Outcome 2 Achievements	38
Table 4 Business sector.....	39
Table 5 Profits from businesses	41
Table 6 Challenges faced in business.....	42
Table 7 Post-training Support	42
Table 8 Outcome 3 Achievements	44

List of Figures

Figure 1 Participation in Project Trainings.....	35
Figure 2 The project and employable skills.....	36
Figure 3 Existing businesses before the project	39
Figure 4 Businesses employing others.....	41
Figure 5 Financial Linkage and Access	43

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

Acknowledgements

The evaluation team would like to express its deep appreciation to all individuals who actively participated in meaningful interactions and discussions, generously sharing their knowledge and information throughout the evaluation process. We are immensely grateful for the enlightening and enriching field visits, as well as the insightful focus group discussions held with the communities and interviews conducted in Nakuru and Narok counties. These interviews included discussions with both County Governments and VTCs.

Furthermore, we extend our heartfelt thanks to the various government agencies, social partners, private sector entities, and individuals who participated in interviews and discussions beyond the two counties and even outside Kenya. We are also grateful to the numerous participants who contributed their comments and ideas during the Stakeholder Workshop when the preliminary findings were presented. Among these participants were government ministries such as Labour and Social Protection, Education, and Energy, as well as Nakuru and Narok County Governments. Additionally, we are grateful to the numerous organizations and other private sector actors who made invaluable contributions.

Lastly, we would like to express our special gratitude to Sida/Embassy of Sweden, ILO, and ForumCiv, particularly the PPDP Project team, for their exceptional support and the arrangements they made in the field. Their unwavering assistance and patience in providing us with relevant information and documents were instrumental in successfully completing the evaluation.

Dr. Edwin Okul and Dr. Margaret Wanjiku

Executive Summary

The Project Background

The Public Private Development Partnership (PPDP) project was initiated to address issues related to geothermal sector, specifically, hiring migrant workers instead of local residents in Nakuru-Narok communities, leading to potential conflicts. The project aimed to tackle poverty, exclusion, lack of employable skills, gender inequality, and inadequate public services in the affected areas. The project focused on developing skills and capacity, mobilizing communities, advocating for change, and conducting research to achieve the desired outcomes. The immediate objectives of the PPDP are to create decent jobs from better skills by vocational training centers, develop new and improve on growing businesses resulting from new relevant skills, business development services and access to finance, promoting the rights of workers in the local communities and increase capacity of communities to lobby for increased access to public and social services e.g., water, education, health, sanitation¹. The primary beneficiaries were young people, women, and vulnerable community members in the affected communities. Akiira Geotherm Ltd initially sought a guarantee from the Swedish International Development Cooperation Agency (Sida) for their geothermal investment in Olkaria. The project idea originated from this process, and their community engagement strategy encompassed Corporate Social Responsibility (CSR) interventions. The project was then implemented by the International Labour Organisation (ILO), with support from ForumCiv and funding from Sida. It operated under a Public Private Development Partnership model, aiming to engage the private sector in addressing development challenges. The project's duration was initially 4.5 years, from May 10, 2018, to October 31, 2022. A no-cost extension was granted, and the current Project end date is 30 June 2023. The project focused on Nakuru and Narok Counties in the Great Rift Valley, specifically Suswa and RapLands, involving various villages/communities.

The strategy involved formal skills development, informal skills upgrading combined with micro and small enterprise development, and access to public services through rights advocacy. The ultimate beneficiaries were identified as youth, women, and vulnerable community members, while intermediate stakeholders included government institutions, private sector organizations, NGOs, development partners, and social partners. The project had a Partnership Steering Committee (PSC) and a Partnership Advisory Committee (PAC) for governance and technical guidance, respectively. A Skills Technical Working Group Committee (STWG) and Sub-Committee were formed to provide technical assistance. The project was managed by a National Programme Coordinator (NPC) based in Nairobi, with support from ILO staff and technical specialists.

The evaluation Background

The International Labour Organization (ILO) views evaluation as an essential part of implementing technical cooperation activities. In accordance with ILO policies, a final independent evaluation is required for projects, conducted independently. The evaluations serve the purposes of accountability, learning, planning, and knowledge building. This evaluation adheres to ILO policy guidelines, including the results-based evaluations guidelines and various checklists for preparing and writing evaluation reports. The OECD-DAC framework and principles for evaluation are also followed. The evaluation's objectives included assessing the project relevance, achievement of objectives and expected results, partnership arrangements, unexpected outcomes, sustainability, and addressing recommendations. Lessons learned and good practices are identified, and recommendations are provided for stakeholders. The evaluation covers almost the entire project implementation period, focusing on planned outputs and outcomes, geographical areas, and crosscutting themes. The evaluation's clients include government entities, private sector partners, and various stakeholders. The evaluation criteria encompass relevance, coherence, intervention design validity, effectiveness, efficiency, impact orientation, and sustainability. These criteria are relied on to assess the project's realization of objectives, adaptation to changing contexts, contribution to relevant frameworks and goals, project

¹ ILO. (2017). *"The Inclusive Growth through Decent Work in the Great Rift Valley" Project Document*

design, partnership contributions, management and governance structures, resource utilization, impact on beneficiaries and poverty reduction, and sustainability of outcomes.

The evaluation methodology

The evaluation methodology adhered to rigorous guidelines and employed various data collection methods, following standards set by the ILO, UNEG, and OECD/DAC. A mixed-methods approach combining quantitative and qualitative analysis was utilized, including site visits, desk reviews, consultations, and workshops with stakeholders. Triangulation of sources and techniques ensured validity and rigor. The evaluation design encompassed theory-based, process, and impact evaluations. Theory-based evaluation assessed the project's theory of change and its contribution to sustainable outcomes. Process evaluation examined project delivery and effectiveness, while impact evaluation compared baseline and endline data to assess direct changes and overall impact. Data collection focused on the Rap lands area of Nakuru and Suswa in Narok County, employing random sampling of beneficiaries and purposive selection of key informants involved in the project. Diverse stakeholders were engaged through focus group discussions and key informant interviews, ensuring gender representation. A survey was administered through the Kobo Collect platform to TVET trainers and beneficiaries. Although there were limitations, such as reliance on self-reports and potential internet connectivity challenges, they were overcome without compromising the evaluation's quality. A Preliminary Results Presentation workshop involving beneficiaries, implementation partners, government partners, and others was conducted to refine the evaluation report's data and findings, incorporating feedback and improving its quality.

Findings

Relevance: The ILO's Inclusive Growth and Decent Jobs Programme, implemented through the Public Private Development Programme (PPDP) approach is well-aligned with the needs and goals of Nakuru and Narok Counties, as outlined in their respective County Integrated Development Plans (CIDPs), as well as ILO's Decent Work Country Programme (DWCP), Programme and Budget (P&B), Country Programme Outcomes (CPO), and the Sustainable Development Goals (SDGs), specifically SDG 4 and SDG 8. The development objective of the project was to reduce poverty and improve living conditions through decent work and access to rights-based services in the Great Rift Valley. The project had four outcomes related to creating decent jobs, promoting community participation, and strengthening project management and coordination.

The project effectively addresses the challenges of youth unemployment and social exclusion from decent jobs and entrepreneurship. It aligns with the Swedish cooperation pillars and the country strategy for Kenya, focusing on productive employment and governance. At the national level, the project supports the government's Big Four agenda, particularly in the manufacturing sector. It complements the government's emphasis on small and medium enterprise development, which is a priority for the new government. The project specifically targets youth in vocational training institutions, aiming to connect them with companies for internships or employment to tackle youth unemployment.

The project's Theory of Change allowed for flexibility and responsiveness to emerging needs, including the challenges posed by the COVID-19 pandemic. While the pandemic caused disruptions and delays, efforts were made to mitigate its effects by supporting trainees in producing masks and improving water supply in communities. The project demonstrated adaptability and collaboration through innovative approaches. Although some actors did not fully contribute as planned, the overall partnership framework was successful, and stakeholders recognized its importance for replication.

Coherence: Both ForumCiv and the International Labour Organization (ILO) provided the necessary expertise for the Partnership for Productive and Decent Work (PPDP). The government counterparts also contributed their time, resources, and expertise to the project. The project's implementation

approach offered valuable experience to the ILO in working with innovative funding methods and engaging private sector partners.

The project brought significant value to the ILO, particularly in the targeted regions, with a ground-breaking focus on renewable energy. It strategically aligned with priorities and demonstrated remarkable flexibility, especially through private sector partnerships. The project's emphasis on enterprise development led to substantial progress, leveraging opportunities at the county level. It also adopted a nexus approach, integrating multiple variables within the program's framework, including gender, inclusion of Persons with Disabilities, youth, and marginalized groups. Gender mainstreaming was prioritized, ensuring women's active involvement in all project activities and providing training to project staff and key teams for effective gender consideration in project management.

Validity of the intervention design: The project's Theory of Change effectively designs internal relationships to achieve desired outputs and four outcomes aligned with reducing poverty and improving living conditions. However, there is a lack of specific policy outcomes in the ToC/Results framework. Preliminary studies identified challenges such as skill gaps, exclusion of indigenous communities, high poverty levels, limited employment opportunities, weak informal sector and SME activities, gender inequalities, and inadequate public services in the project area. Gender analysis highlighted the need for targeted mobilization to encourage girls and young women to attend vocational training. A labour market survey revealed skill gaps and low productivity due to shortages of qualified workers, communication skills, language skills, and interest in available jobs from the local communities. The project had four main objectives based on the identified needs of the people, including the establishment of decent jobs through vocational training centers, the creation of jobs in new and growing businesses, and improved community participation in advocating for increased access to public and social services. The project therefore worked with companies and industries to promote demand-driven skills development and provide opportunities for youth and women through attachments, internships, and employment.

The project involves private companies as partners for sustainability and ownership. Key partners' active involvement in decision-making was crucial, although some PSC and PAC members lacked full understanding of their tasks. The Project Document lacks an explicit exit strategy for these partners. Nonetheless, the realistic project design showed optimism and anticipation for the acceptance of the PPDP concept by both sectors. The framework is expected to be sustained beyond the project's end.

Effectiveness: The project's unique concept of providing vocational training and entrepreneurship opportunities has been well received and understood by the government. The project has demonstrated effectiveness and a holistic approach, which is uncommon in similar projects.

Outcome 1 of the project saw increased enrolment in Vocational Training Centers (VTCs) through strategic planning, skills analysis, equipment provision, and mentorship. Private sector partnerships transformed the perception of vocational training and empowered women. Challenges include limited financing, dropouts among girls, and the absence of a post-graduation starter kit. Outcome 2 resulted in business creation and improved profitability, with agriculture and trade being prominent sectors. Challenges included financing and technical skills. Outcome 3 focused on community participation and advocacy, achieved through capacity development and partnerships with subgrantees. Longer-term programming and deeper community engagement would have been beneficial. Outcome 4 involved partner engagement, resource mobilization, and coordination challenges. Criticism, coordination issues, and delays affected progress. Suggestions were made to review committee composition and contributions.

Cross-cutting Issues; The project effectively addresses cross-cutting issues, including climate change, gender equality, and disability inclusion. Positive outcomes include environmental conservation, increased gender equality, and improved inclusion of persons with disabilities. Climate change assessments led to community engagement and adoption of conservation measures. The partnership

between the PPDP project and Dandelion Africa for instance demonstrates a strong commitment to addressing climate change by supporting women's climate change mitigation initiatives in Nakuru and Narok counties. This collaboration recognized the vital role of women in climate efforts and empowered them to contribute, serving as clear evidence of the project's dedication to cross-cutting issues and gender-inclusive sustainability approaches. The community members were trained on their rights where they were enlightened on elements of clean and safe environment and clean water. Women's empowerment efforts also resulted in increased leadership roles and support for small businesses. The project also promoted equitable access for persons with disabilities. Equitable access for persons with disabilities in the PPDP and county governments was achieved through increased awareness of disability mainstreaming resulting from the partnership with DRIC. This resulted in the inclusion of PWDs in county government committees, school management, and health facility boards in Raplands. Advocacy efforts by DRIC focused on enhancing PWD registration to ensure their inclusion in public planning and budgeting processes, leading to 70 registrations during the PPDP implementation, including formal disability assessments for at least 100 PWDs. It successfully mitigated conflicts and prioritized life skills, job readiness, and workers' rights. The project actively prioritized gender equality by involving women in all project activities and promoting their empowerment. It also addressed gender-based violence and emphasized gender mainstreaming through training project staff and key teams for effective gender consideration in project management. It also employed a tripartite approach involving the International Labour Organization (ILO), private sector partners, and trade unions to ensure inclusivity and dialogue. Successful partnership arrangements with political leaders, county governments, private sector partners, and trade unions contributed to the project's achievements.

Contribution of the partnership arrangements; The project's partnership arrangements, involving various stakeholders, including political leaders, county governments, private sector partners, and trade unions, contributed to its success. Referrals and continuous knowledge sharing enhanced collaboration. Open communication with the donor facilitated adaptation and a strong partnership. The tripartite approach by the ILO ensured inclusivity and dialogue with private sector partners and trade unions, leading to mutual benefits. However, extensive consultations sometimes caused coordination delays.

Addressing the mid-term evaluation (MTE) recommendations; The mid-term evaluation (MTE) recommendations were effectively addressed in the later part of the program. This included the inclusion of persons with disabilities through a sub-grant to the Disability Resource and Information Centre (DRIC) to ensure better targeting and inclusion. A no-cost project extension was also implemented due to COVID-19 interruptions and the 2022 General Elections, providing flexibility in program design. The MTE recommendation encompassed a comprehensive approach to addressing a wide range of issues related to Sexual and Reproductive Health and Rights (SRHR), including but not limited to teenage marriages and pregnancies, Sexual and Gender-Based Violence (SGBV), Female Genital Mutilation (FGM), and more, leading to advocacy efforts and the development of policies, such as the Narok County Policy on Female Genital Mutilation (FGM), enacted by the County Executive Committee. These measures further demonstrate the program's responsiveness and adaptability to address emerging challenges.

Efficiency: Sida's catalytic funding and the programming approach of the PPDP have laid a strong foundation for accountable and inclusive grassroots institutions. However, challenges arose with partner contributions, emphasizing the need for comprehensive discussions and partner commitment. Financial support from the county government and non-financial contributions from the private sector were instrumental in the project's success. Effective resource utilization and timely fund transfers were maintained, although working with government partners and adhering to reporting timelines posed challenges. Political transitions and interference further complicated the project. Overcoming these

obstacles required innovative solutions such as commitment letters and video documentaries. Moving forward, strategic mobilization of partners and modifications will be necessary to address these issues in subsequent phases.

Impact orientation: The PDPD project has made a significant impact in reducing poverty, improving living conditions, and supporting the SDGs. It has brought about positive changes in policies and practices at national and county levels, leading to inclusive and sustainable development. The project has uplifted the economic well-being of the target population, addressing critical issues like poverty eradication and gender equality. It has also made advancements in healthcare, quality education, and reduced inequalities, contributing to the SDGs. The project has improved access to rights-based services, empowered beneficiaries, and influenced policy development in sectors such as healthcare, education, and governance.

Sustainability: The project has prioritized sustainability through several measures. It has implemented an exit strategy to ensure the long-term impact and viability of project outcomes even after its closure. This strategy includes engaging partner organizations and local communities in project ownership and responsibilities. The project has established strong partnerships with government agencies, and community groups, facilitating the replication or scaling up of successful interventions. Knowledge transfer and continuous learning at the community level empower individuals to contribute to sustainable development while integration of project results into national institutions ensures their sustainability beyond the project's lifespan. The project's alignment with national and county priorities, as well as government ownership and financial contribution, indicate sustainability. A Programme Sustainability Committee has also been established, comprising representatives from county governments, partner organizations, and community representatives.

Conclusions

Relevance: The ILO and ForumCiv successfully developed and implemented the effective PPDP approach, mobilizing stakeholders for inclusive economic growth and decent jobs. Accomplishments include improved vocational training, teaching quality, internships and jobs.

Community mobilization and sub-grants to CBOs promoted civic engagement and dialogue on governance issues. Strengthening dialogue platforms in future can sustain these initiatives with expanded budgets and implementation periods.

Effectiveness: The PPDP addressed gender equality through community activities, targeted vocational training, and entrepreneurship for both genders. Flexibility, addressing gender-based violence, improving infrastructure, and maternal/child health were achieved. A comprehensive approach is needed for transformative impact, including policy changes, financing access, and market opportunities for women. Long-term engagement with women's organizations is crucial. Personalized guidance, coaching, and knowledge transfer are crucial for business growth. Implementing diverse support mechanisms, including incubation services, is vital to meet entrepreneurs' diverse needs and enhance their chances of success. Such support would overcome barriers in accessing finance, which can be addressed through targeted financial literacy programs, simplified loan procedures, and alternative financing options thus improve entrepreneurs' access to financial resources and facilitate their entrepreneurial journey.

Efficiency: The project's cost efficiency was bolstered by effective partnership arrangements but hindered by challenges in securing expected funding, while issues like limited stakeholder engagement and unclear committee mandates may have affected overall efficiency. The partnership arrangements have helped to control program delivery costs, although there have been fewer funds allocated than expected from certain private and public sector partners. The Project maintained regular dialogue with

partners, urging them to fulfil their commitments and increase their contributions, particularly from County Governments and some of the private companies.

The project however had weak engagement with governors and county assemblies, resulting in their minimal participation in decision-making processes and limited support from these key stakeholders.

The Project Steering Committee (PSC) and Project Advisory Committee (PAC) had members with unclear understanding of their mandates. This may have resulted from inadequate stakeholder mapping, and a failure to address composition gaps, thus a need for improvement in committee structure and roles.

Impact: The PPDP has demonstrated significant impact on the lives of beneficiaries, both women and men, including new knowledge, skills, capacities, and job opportunities, with women taking on leadership roles with the support of men.

Sustainability: A crucial milestone in the PPDP's development is the formulation of a sustainability plan and establishment of a sustainability committee endorsed by all parties involved, outlining how activities will continue after the project's closure and how lessons learned during implementation will inform future scaling up.

Crosscutting Themes: The project actively prioritized gender equality by involving women in all project activities and promoting their empowerment. It also addressed SRHR including gender-based violence and emphasized gender mainstreaming through training project staff and key teams for effective gender consideration in project management. The project employed a tripartite approach involving the International Labour Organization (ILO), private sector partners, and trade unions to ensure inclusivity and dialogue. Successful partnership arrangements with political leaders, county governments, private sector partners, and trade unions contributed to the project's achievements.

The project aimed to improve workers' rights and labour conditions in local communities by focusing on the geothermal, among other sectors, a renewable energy source. The focus on the geothermal sector began with Akiira due to the presence of geothermal energy production and drilling activities in the region. Community engagement and adoption of conservation measures were facilitated through climate change assessments conducted during the later part of the project.

The project nonetheless lacked prioritization and robust measures for environmental sustainability and climate resilience, hindering efforts to mitigate environmental impact and promote sustainable practices for both adaptation and mitigation.

Lessons Learned

1. **The inclusion of public and private sector stakeholders in the PPDP project led to diverse perspectives, expertise, and resources**, enabling comprehensive problem-solving and innovative decision-making. This inclusivity ensured consideration of varied interests and needs, resulting in inclusive and sustainable solutions.
2. **Demonstrating early benefits and impacts of the partnership inspires commitment and motivation** among stakeholders, fostering continued engagement.
3. **Building trusted relationships and engaging in dialogue was essential** for promoting mindset and practice changes in the PPDP. This required a significant investment of time and resources.
4. **The demand-driven approach as seen in the PPDP ensured local relevance and sustainability** by aligning programming with the needs and interests of beneficiaries.
5. **Limited governor and county assembly involvement underscores the need for proactive engagement** to integrate projects effectively into local governance structures.

Good Practices

1. The PPDP project by design employed a participatory approach, engaging all stakeholders and innovatively addressing skills development, micro-enterprise development, and access to public services through rights advocacy. **Regular partner meetings facilitated fruitful discussions on supporting youth and women.**
2. The PPDP project fostered integration among stakeholders and sectors within the counties. **The pooling of expertise, resources, and networks from various stakeholders enabled a more coordinated and coherent implementation of project activities.** The integration of stakeholders and sectors not only strengthened the impact of the project but also created a solid foundation for future collaborations and sustainable development efforts within the counties.
3. **The management team prioritized partners and stakeholders taking ownership of project activities.** This strategy helped to sustain the project components undertaken by government agencies.

Recommendations

1. Many of the trained youth remain unemployed especially due to lack of start-up capital and equipment. ILO, working with other actors to create synergies, should **implement a business incubation initiative** in interventions beyond this project to provide support for VTC graduates, including skills-building, value chain development, business financing, and starter kits, with the involvement of additional private actors like financing institutions.
 - *Who:* ILO, County government Partners
 - *Timeframe:* Immediately, in a new phase.
 - *Priority:* Medium-high
 - *Level of resources:* Medium-high.
2. For gender transformative programming, ForumCiv should **prioritize community mobilization, advocacy, engagement with male and female community members**, and collaboration with grassroots women's groups, CBOs, and networks, as it also lays the groundwork for other crosscutting themes. There are reportedly remain pockets of gender inequality and concerns related to Sexual and Gender-Based Violence (SGBV)
 - *Who:* ForumCiv, partner CBOs and ILO
 - *Timeframe:* The first 3 months of implementation of a new phase
 - *Priority:* High
 - *Level of resources:* Medium
3. There is inadequate exposure, knowledge, and the development of the right attitude among students towards the industry. ILO should **include industry expert-led career talks and role models** to be involved by the partners (TVETS and Industry) to help students gain exposure, learn, and develop the right attitude for the industry.
 - *Who:* ILO
 - *Timeframe:* throughout the implementation of a new phase
 - *Priority:* High
 - *Level of resources:* Medium
4. All project partners based on their respective mandates, should **integrate environmental sustainability and climate resilience considerations** by setting specific targets, adopting climate-friendly practices, and introducing courses on biogas technologies and solar energy technicians in VTCs. This should include building on the green transition and adapting VTCs' courses to needs for new, emerging job opportunities in the greening of the economy. The project partners have not all effectively integrated environmental sustainability and climate resilience considerations in response to the challenges of climate change.
 - *Who:* TVETA, NITA, VTCs, ILO & ForumCiv
 - *Timeframe:* The first 3 months of implementation

- *Priority:* High
 - *Level of resources:* Medium
5. Partners should actively **include grassroots communities in project discussions and decision-making processes** to understand their needs and provide targeted solutions. The project did not have sufficient understanding of community needs leading to possible diminished ownership and reduced project relevance.
 - *Who:* All PPDP Partners
 - *Timeframe:* Throughout the implementation of a new phase
 - *Priority:* Medium
 - *Level of resources:* Medium
 6. Partners (including ILO, ForumCiv, private sector actors and government institutions) should consider **bundling human rights and business approaches**, given that Kenya is a signatory to the [United Nations Guiding Principles on Human Rights and Business](#), and also has adopted a National Action Plan on Business and Human Rights.
 - *Who:* ILO, ForumCiv
 - *Timeframe:* Throughout the implementation
 - *Priority:* Medium
 - *Level of resources:* Medium
 7. ILO and ForumCiv should **involve top county government officials, such as governors and county assemblies in project activities**, and consider designating the county secretary's office as the focal point, facilitating buy-in and counterpart funding release. There was an initial apparent political opposition and lack of commitment. The project in some instances did not generate sufficient support and engagement with top county government officials, resulting in disinterest
 - *Who:* ILO and ForumCiv
 - *Timeframe:* Throughout the implementation
 - *Priority:* High
 - *Level of resources:* Medium
 8. Core PPDP partners (ForumCiv, ILO, National and County Government) should **review the PSC and PAC composition**, addressing stakeholder concerns about mandates, roles, and inclusive participation. Conducting stakeholder mapping and analysis is crucial for identifying strategic partners to include in these committees in the project's next phase.
 - *Who:* ForumCiv, ILO, National and County Government
 - *Timeframe:* The first 3 months of implementation
 - *Priority:* High
 - *Level of resources:* Medium
 9. **Identify and address the specific needs and barriers faced by PWDs**, and advocate for their inclusion in decision-making processes, school management, and health facility boards, extending these practices to all project locations.
 - *Who:* All PPDP partners
 - *Timeframe:* The first 3 months of implementation
 - *Priority:* High
 - *Level of resources:* Medium
 10. **Strengthen the project's focus on Sexual and Reproductive Health (SRH) and Sexual and Gender-Based Violence (SGBV)** by expanding community-level advocacy and sensitization efforts and

continue engaging male anti-GBV champions and community health volunteers to drive behavior change and promote awareness of SRH and SGBV issues, emphasizing the importance of men's involvement in prenatal and antenatal care.

- *Who:* ILO and Partners
- *Timeframe:* *The first 3 months of implementation*
- *Priority:* *High*
- *Level of resources:* *Medium*

1. Project Background

1.1. Description of the project

A private Swedish company, Akiira Geothermal Ltd, established a power plant in the Southern Rift Valley region, significantly contributing to Kenya's energy supply for its growing economy. To ensure positive impact on the project-affected communities, investments in capacity development such as education, training infrastructure, skills development, and access to public and social services within the communities are necessary. This was to contribute to local content and job creation during both the construction and operational phases of the project. Initially, Akiira Geothermal Limited sought SIDA financing to support the community through a corporate social responsibility (CSR) program. SIDA expressed concerns that the CSR program might not adequately address the community's development needs and preferred a more substantial and inclusive approach involving multiple stakeholders.

The project, funded by the Swedish International Development Cooperation Agency (Sida), thus follows a PPDP model that mobilizes the private sector as a strategic partner to the public sector. The main objectives of the PPDP include creating decent jobs through vocational training centers, promoting the rights of workers in local communities, and increasing access to public and social services. The project has a total budget of USD 7,760,414 and a duration of 4 and a half years.

The Public Private Development Partnership (PPDP) project was established to address issues related to Geothermal companies, such as Akiira Geotherm Ltd (Akiira), that hire migrant workers instead of local residents in the Nakuru-Narok communities, which could lead to potential conflicts.

The development objective or long-term impact of the PPDP 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 project will pursue the following 4 main outcomes:

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

Outcome 4: Strengthen Project Management and Coordination.²

The project focused on addressing poverty, exclusion, lack of employable skills, gender inequality, and inadequate public services in the affected areas. The PPDP's activities primarily revolve around developing skills and capacity, mobilizing communities, advocating for change, and conducting research aimed at producing the aforementioned outputs that will contribute to achieving the project's stated outcomes. The primary beneficiaries of the project are young people, women, and vulnerable community members in the affected communities identified by the private sector.

The community engagement strategy would also include Corporate Social Responsibility (CSR) interventions to address some of the community’s development needs. The community had been displaced to allow room for geothermal explorations and moved to the Raplands area of Nakuru County and the neighbouring Suswa, in Narok East. Swedish International Development Cooperation Agency (Sida)’s guarantee funding would be accessible once the exploration had taken place and the wells

² ILO. (2021). “The Inclusive Growth through Decent Work in the Great Rift Valley” Project. Annual Progress Report for the Period of 16th March 2021 to 15th March 2022

proven to be productive. Sida was also keen to explore a more intense community development programme, rather than the typical CSR that would be dependent on the goodwill of the private investor (Akiira in this case) and their goodwill. To build in more certainty in the community engagement intervention, Sida suggested a more robust and integrated engagement with the communities that would seek to impact their livelihoods in a more profound way. However, upon exploration of the wells by Akiira, the wells were found to be unproductive, a factor that made Akiira take a back seat in the programme design, replaced by KENGEN.

The International Labour Organisation (ILO) was responsible for implementing the project with the support of ForumCiv, a Swedish international Non-Governmental Organisation (NGO), and funding from Sida. This project operated under a Public Private Development Partnership model, which sought to engage the private sector as a strategic partner with the public sector in addressing specific development challenges by creating synergies. The total budget for the project was USD 7,760,414, of which Sida contributed USD 4,870,000, and the remaining USD 2,890,414 came from project partners. The plan was for the partner contribution to increase over time, and for the Swedish contribution to gradually decrease. The project was to last for 4 and a half years, from May 10, 2018, to October 31, 2022, which is a total of 54 months. Later a "no cost" extension was provided until end of June 2023.

The project's main operational areas are in and around Nakuru and Narok Counties, located in the southern part of the Great Rift Valley. For the project, Suswa sub-county in Narok county and RapLands in Naivasha were selected, along with local stakeholders in the targeted constituencies in these counties. The project has involved people from several villages/communities in Suswa, including Eluai, Irkituma, Iseneto, Oloirouwa, Oloropil, Oloserian, and Oloshaiki. Additionally, people from Olomaiyana Ndogo, Cultural Centre, Oloongonot, and Olosinyat have participated in the project in RapLands.

PPDP in its structure and context was designed to secure effective linkages between the CIDPs of both Narok and Nakuru Counties, and Kenya's Vision 2030, the Sustainable Development Goals (SDGs), priorities in the other national planning documents as well as upholding the governance principles Kenya's constitutional framework. With regard to SDG 8, Decent Work and Economic Growth, the PPDP prioritized; skilling of youth to enhance their employability, supporting the community in creating new and existing businesses and the empowerment of communities to lobby for provision of public and social services. The strong PPDP public-private partnership approach has helped build confidence and pool resources with an aim to secure sustainability of the programme.

Key milestones in the PPDP include the inception phase (May 2018 – April 2019), when the project carried out a curriculum review for four demand driven courses namely plumbing, electrical installation, leather technology and hospitality (food and beverage production) to not only build industry-level relevance but to also make the courses fully competence based. Subsequently, four VTCs (two in each county) were identified to provide these courses. Further, in order to promote decent work through new and improved businesses, the PPDP project trained and mentored entrepreneurs to start and nurture new businesses, financial literacy and market access. Additional focus of the programme aimed at building in rights-based programming and anchor within local governance structures, involved empowering targeted communities to understand and lobby for their rights to social services. Through a Human Rights Based Approach – the Rights Way Forward (RWF) methodology, community members were empowered to improve capacity to formulate, advocate and claim their rights from duty bearers, and subsequently lobby for service provision in water and sanitation, education, health, transport and market infrastructure, among others. Gender was built in as an integral part of the programme.

PPDP project established partnerships with Nakuru and Narok county governments, private sector and national government, and secured these through either MoUs or letters of commitment, to help pool resources and steer the programme. Top level committees were established for ease of programme steering; the Partnership Steering Committee (PSC) with eleven members; the Partnership Advisory Committee (PAC) with 17 members, the Skills Development Committee and the Sustainability Committee. These committees enhanced the project ownership and reduced bureaucratic processes building-in greater efficiency.

Project rationale and strategy

The overall strategy of the Project was to implement the project through a PPDP together with various government institutions and private sector organizations. The PPDP provides an opportunity to not only develop skills that 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 are 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.

Thus, the development objective or long-term impact of the PPDP 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”.

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 Governance and Management Structure

A Partnership Steering Committee (PSC) was tasked with approving the technical team's recommendations, and it comprised representatives from various organizations, including Akiira Geothermal Ltd, the Ministry of Labour and Social Protection, the Ministry of Education, the State Department of Technical Vocational Education and Training, the Central Organization of Trade Unions – Kenya (COTU), the Federation of Kenya Employers (FKE), the Kenya Electricity Generating Company PLC (KenGen), the Nakuru and Narok County Governments, ForumCiv, and the ILO. Sida/Embassy of Sweden had an observer role within the PSC.

The Project established a Partnership Advisory Committee (PAC) to provide technical guidance on the implementation of the project. The committee included representatives from Akiira Geothermal Ltd, the Ministry of Labour and Social Protection, COTU, FKE, the Nakuru and Narok County Governments, the Micro and Small Enterprises Authority (MSEA), the Technical Vocational Education Training Authority (TVETA), the National Industrial Training Authority (NITA), KenGen PLC, the Curriculum Development Assessment and Certificate Council (CDACC), the Ministry of Public Service, Youth and Gender Affairs (MoPSYGA), Forum Syd, and the ILO.

A Skills Technical Working Group Committee (STWG) and Sub-Committee were also formed by the project to provide technical assistance on the skills development component.

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.

There are, in total, eleven staff members including the NPC. All five ILO staff are employed on 100%; three staff of Forum Civ are on 100%; two staff of Forum CiV are on 20%; and one staff of Forum CiV is on 50%. The ILO staff are NPC; National Programme Officer-Skills Development; a National Programme Officer-Enterprise; Finance and Administration Assistant; and Senior Driver.

Technical backstopping is provided by the Employment Specialist (ILO Country Office Dar es Salaam) and the Decent Work Support team, particularly the Skills development and Enterprise development Specialists (ILO Country Office Pretoria).

2. Evaluation Background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures, the Project should have a final independent evaluation. In addition, the Project had an independent mid-term evaluation, which was conducted in February-May 2021³. 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.

This evaluation followed the ILO policy guidelines for results-based evaluations⁴ and the ILO Policy Guidelines Checklists, particularly the Checklist 4.2: “Preparing the evaluation report”⁵, the Checklist 4.8: “Writing the inception report”⁶ and the Checklist 4.4 “Preparing the evaluation report summary”⁷.

The evaluation also followed the OECD-DAC framework and principles for evaluation. For all practical purposes, the ILO Evaluation policies and guidelines defined the overall scope of this evaluation.

The evaluation involved an initial briefing with the consultant held on 13th February, 2023, followed by the review and approval of the inception report by 24th February. Data collection was conducted between March and April, 2023 through interviews and surveys, leading to a stakeholders' workshop on 19th May, where preliminary findings were presented. The draft and final evaluation reports were prepared, with feedback and revisions incorporated on 30th June, 2023. The evaluation spanned 25 workdays, with 18 allocated to data collection, report preparation, and dissemination.

2.1. Purpose and Objectives of the Final Evaluation

The final independent evaluation provides an objective assessment of the accomplishment of the project activities in terms of coherence and relevance, efficiency, effectiveness, impact and sustainability. The specific objectives of the evaluation were the following:

1. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and SDGs and national development frameworks:
2. Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen:
3. Assess the extent to which the project partnership arrangements (Public Private Development Partnerships) contributed to the achievement of the stated objective and expected results:
4. Identify unexpected positive and negative results of the project:
5. Assess the extent to which the project outcomes will be sustainable:

³ ILO. (2021). *Mid-term evaluation of the project “The Inclusive Growth through Decent Work in the Great Rift Valley: a Public Private Development Partnership (PPDP)”*

⁴ ILO. (2020). *ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf

⁵ ILO. (2021). *Checklist 4.2: Preparing the evaluation report.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf

⁶ ILO. (2021). *Checklist 4.8: Writing the inception report.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf

⁷ ILO. (2021). *Checklist 4.4 “Preparing the evaluation report summary.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746811.pdf

6. Assess to what extent the project addressed the mid-term evaluation recommendations:
7. Identify lessons learned and good practices to inform the key stakeholders (i.e., the tripartite constituents, national stakeholders, the donor and ILO) for future similar interventions:
8. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes.

2.2. Scope of the Evaluation

The final evaluation covered the period of project implementation: from 10 May 2018 to 19 May 2023. The evaluation covered 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 geographical analysis covered the Southern region of the Rift Valley, i.e., Narok and Nakuru counties. The evaluation considered all the documents linked to the project. These included the project document, periodic reports, results of mid-term evaluation and implementation of its recommendations as well as documents produced as outputs of the project (e.g., knowledge products, policy strategies). Six crosscutting themes were assessed: 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 labor standards.

2.3. Clients of the Evaluation

The intended primary users of the evaluation are the Nakuru and Narok County Governments, Ministries of the Government of Kenya, Federation of Kenya Employers, Central Organisation for Trade Union, Technical Vocational Education Training Authority, National Industrial Training Authority, Forum Civ, ILO, Sida, Embassy of Sweden. Others are the private sector partners including; 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 knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention such as: key government institutions, civil society organizations, other donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

2.4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

a) Relevance and strategic fit

- To what extent are project objectives and interventions relevant to the needs and priorities of government (Government objectives, National Development Frameworks), project beneficiaries, and other local stakeholders?
- How have the project adapted to changing context in order to maintain relevance?

b) Coherence

- How did the project contribute to the relevant ILO Programme & Budget Outcomes, CPOs, as well as the UNSDCF, DWCP and SDGs?
- To what extent did the project strategies, within their overall scope, remain flexible and responsive to emerging concerns with regards to gender equality and non-discrimination and inclusion of people with disabilities?

c) Validity of intervention design

- Does the project have realistic, logical, and coherent designs with clearly defined outcomes, outputs and indicators? Is the theory of change still valid?
- To what extent the project design allowed to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, life skills, etc.)?

d) Effectiveness

- To what extent have the project objectives been achieved? What were the main internal and external factors that influenced the achievement or non-achievement of result?
- Have unexpected positive and negative results took place?
- To what extent has the Covid-19 pandemic influenced the project results and effectiveness. How effective was the project approach of addressed this influence?
- To what extent the project partnership arrangements (Public Private Development Partnerships) contributed to the achievement of the stated objective and expected results?
- 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? Was there a clear understanding of roles and responsibilities by all parties involved?
- To what extend has the project been effective in addressing the six cross-cutting issues integrated into the project implementation?
- Has the project addressed all the mid-term evaluation recommendations? If not why?

e) Efficiency

- Are the resources (financial, human, etc.) made available to the project used strategically to achieve the project outputs and outcomes?
- How successfully has the project been able to solicit partnerships in supporting the project implementation and the beneficiaries?
- Has the project developed an M&E strategy that enhance accountability, learning, contribute to knowledge base and feed into management?
- To what extent did the project leverage resource (financial, partnerships, expertise) to promote gender equality and non-discrimination, and inclusion of people with disabilities?

f) Impact orientation

- To what extent the project contributed to the poverty reduction and improvement of the living conditions of the ultimate project beneficiaries?
- To what extend the project results contribute to the identified SDGs and relevant targets?
- To what extent the project improved access of the ultimate project beneficiaries to right-bases services and improved policies and practices at national and county levels?

g) Sustainability

- To what extent are the projects' outcomes sustainable? How the exit strategy of the project contributed to ensuring the sustainability?
- What is the likelihood that interventions could be replicated or scaled up by the partners after the projects close?
- Are the achieved results integrated or likely to be integrated into national institutions, and will the partners be able to sustain them beyond the project (institutionalisation of project components)?

f) Cross-cutting themes

- Within the project's thematic area, what were the facilitating and limiting factors in project's contribution/potential contribution to gender equality and non-discrimination?
- Has the project taken into account tripartism, social dialogue, international labour standards and a fair transition to environmental sustainability in its design and implementation?

3. Evaluation Methodology

3.1. The Evaluation Approach

The evaluation was carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards and criteria.

The methodology was participatory and employed a mixed-methods approach, with quantitative (secondary) and qualitative (primary) data being analysed. It also identified the intervention's contributions to expected and unexpected outcomes.

An international experienced consultant conducted the evaluation with the assistance of a national consultant. The consultants made site visits to the project locations. This was discussed during the evaluation's inception phase. Aside from a desk review of the project documentation, bilateral consultations, and a workshop to synthesise the views of the stakeholders on the project in the different evaluation criteria, the evaluation team facilitated discussions among key stakeholders to answer the evaluation questions.

3.2. The Evaluation Design

The evaluation team used quantitative and qualitative methods in a descriptive cross-sectional, collaborative, and participatory approach. To strengthen the validity and rigour of the evaluation findings, source and technique triangulation was an integral part of the process. The evaluators thus used a variety of evaluation techniques, such as discussions, meetings, and workshops with stakeholders, as appropriate. A desk review was conducted, as well as consultations with implementing partners, beneficiaries, the donor, the ILO, and other key stakeholders. Consultations were also held with relevant ILO units and officials in Geneva, Nairobi, and Dar es Salaam. For internal evaluation accountability, the evaluation team kept track of all the sources of evidence.

Six standard evaluation criteria were used to assess and determine the Project's achievement: Relevance, coherence, effectiveness, efficiency, impact and sustainability. For the purpose of this evaluation, one more criterion was used, namely validity of intervention design. All evaluation questions provided in the TOR, relating to the evaluation criteria were addressed, and also guided the evaluation's data gathering process and analysis.

The overall effects of the intervention, both intended and unintended, long-term and short-term, positive and negative, as well as the project's goals and weaknesses were assessed. The evaluation identified the intervention's contributions to predicted and unexpected results. Furthermore, the process included an examination of the intervention's Theory of Change, with a focus on the identification of assumptions, risk and mitigation strategies, and the logical link between levels of results and their orientation with the ILO's strategic objectives and outcomes at the global and regional scales, as well as the pertinent SDGs and related goals.

Data and information were collected, analysed, and are presented with appropriate gender disaggregation. Furthermore, the data collection, analysis, and presentation were attentive to and addressed concerns pertaining to diversity and non-discrimination, including disability problems, to the

greatest degree practicable. The Evaluation thus integrated analysis through three key approaches: a theory-based evaluation approach, a process evaluation approach, and an impact evaluation approach.

The theory-based evaluation involved testing the project's theory of change through a structured contribution analysis to determine its impact on change. The analysis assessed the contribution of project activities to longer-term desired outcomes and sustainable change, while also exploring other non-project explanations for change. It emphasized identifying assumptions, risk and mitigation strategies, and assessing the logical link between outcomes and the ILO's strategic objectives and relevant SDGs.

The evaluators conducted a process evaluation to assess project delivery, including content and implementation evaluation, to determine if the project delivered as planned and if activities and services were optimally used. The evaluation assessed project effectiveness and efficiency by analysing progress towards achieving targeted outputs and outcomes.

The evaluators assessed the achievement of the project's expected outputs, outcomes, and targets as stated in its results framework. They also analysed the quality of the outcomes and the critical factors contributing to or hindering the project's contribution to expected outcomes. The analysis included establishing the variances between actual performance and summative targets, seeking to establish the project's contribution to outcomes through the lens of both thematic work and program strategies. They also reviewed the implementation of planned and unplanned outputs and outcomes and sought to determine the major factors influencing the achievement or non-achievement of the expected results.

The efficiency component of the process evaluation assessed whether project resources were used efficiently, including budget, assets, and staff. The evaluation identified issues and interrogated what has facilitated or hampered efficiency, such as the adequacy of inputs and strategies, the management of inputs and activities, and the effectiveness of decision-making. The evaluation also assessed the extent to which planned outputs have been achieved and whether the quality of outputs is satisfactory. Additionally, the evaluation analysed the extent to which the M&E strategy facilitated a process of internal learning and whether the allocation of resources helped build operational efficiency. Finally, the evaluation examined the challenges encountered in managing the project and how they have been addressed.

An impact evaluation assessed the direct changes in outcome that can be attributed to the project and focused on the extent to which it has changed lives. The evaluation compared baseline and midline data to endline data and examined cause-and-effect questions to assess the potential impact of the project on outcomes of interest. The evaluation also examined the outcomes and assessed what difference the intervention has made in outcomes.

3.3 Data collection Techniques/Methodologies and Tools

The evaluators reviewed existing data to avoid overlap and conducted a comprehensive literature review. A variety of data collection techniques including desk review, meetings with stakeholders, and surveys were used with a focus on triangulating sources and techniques. The data collection methodology was primarily physical, with remote methods used only in exceptional cases. The project team collaborated closely with the evaluators in organizing and contacting respondents for interviews.

The evaluators conducted a desk review of project documents to inform data collection tools and assess project implementation. Key informant interviews with project stakeholders focused on project relevance, appropriateness, and challenges faced during implementation. Focus group discussions were used to quickly gather data on project difficulties and gain insights into group dynamics. The discussions focused on participants' perceptions of project outcomes, sustainability, and the appropriateness of activities. The project team provided logistical and administrative support for these data collection methods.

A survey was used to reach project beneficiaries through a web-form link developed in the Kobo Collect platform and sent to a sample of the project's beneficiaries. Follow-up calls were made so that the filled-up forms could be submitted within a 5-day period. Multiple choice and semi-structured questions were included in the survey questionnaire. This strategy had shown to be effective in a number of previous project evaluations. The survey of ultimate beneficiaries concentrated on the impact of the project; level of satisfaction with the project; its impact; rating of the project vis-a-vis other programmes supporting them; the issue of sustainability; key achievements of the project; views on the design and delivery of the project etc.

3.4 Sampling

The data was mostly collected from Naivasha sub-county in Nakuru and Narok East in Narok County, in the southern part of the Great Rift Valley. The villages in these areas were identified by the project team, along with relevant local stakeholders. The evaluation was conducted in the same areas as the baseline study and included 12 villages. The sample size was determined with the help of ILO, and individual beneficiaries were randomly selected from lists provided by the project team. The evaluators ensured that all groups were equally represented in the interviews, and key informants were purposively selected based on their collaboration with the project at national, county, and community levels. The aim was to gather information from all stakeholders who have contributed to the project design and/or implementation in one way or the other.

In the sampling for FGDs and KIIs, the consultants employed a judgmental sampling approach. Participants were purposively picked based on their knowledge about the project implementation, which would allow for an in-depth analysis. The sample size was determined in consultation with ILO, and the evaluators ensured that opinions and perceptions of all groups were equally reflected in the interviews, with gender-specific questions included. For FGDs, 2 sub-counties in each of the 2 counties were selected based on the need to reflect the diversity of each county, and where the project was implemented. A total of 6 FGDs were conducted with at least 10 participants in each FGD, making a total of 53 participants. Covid-19 guidelines were observed. For the survey, a census was conducted for all the beneficiaries supported by the project, and the web-form link developed in the Kobo Collect platform was sent out to them, with follow-up calls made for the forms to be returned within 5 days. Only 17 out of the target 500 TVET beneficiaries were reached via the survey while 28 out of the target 57 trainers were reached. Similarly, only 33 of the targeted women and youth beneficiaries were reached with the online quantitative tool. This means that only a fraction of the intended beneficiaries was reached for the quantitative data collection. Despite the low turn-out, it did not significantly impact the evaluation outcome because other sources of rich data were available and provided valuable information. These alternative sources compensated for the limited responses received.

Table 1 Respondents Reached

Respondent category	Approach	Target	Reached
Project Staff			
1. ILO Technical backstopping			
a. Enterprise Development Specialists (Pretoria)	KII	3	2
b. Employment Specialist (Country Office - Dar Daresalam)			
2. ILO Project team			
a. National Programme Coordinator (NPC);	KII	4	4
b. National Programme Officer-Skills Development;			
c. National Programme Officer-Enterprise;			
d. Finance and Administration			
3. ForumCiv			
a. Project Lead, Community Engagement and Liaison Officer;	KII	5	2
b. Project Officer, Learning Monitoring and Evaluation;			
ILO social partners (constituents):			
a. Federation of Kenya Employers; and	KII	2	3
b. Central Organization of Trade Unions.			
Government Agencies			
a. Ministries of Education-;	KII	5	12
b. Ministries of Trade, Labour and Social Protection;			
c. County Governments of Narok			
d. County Governments of Nakuru;			
Other UN agencies			
a. UNDP	KII	2	1
Public sector partners (parastatals):			
a. National Industrial Training Authority;	KII	6	7
b. Technical and Vocational Education and Training Authority;			
c. Kenya Electricity Generating Company Ltd; and			
d. Ewaso Ngiro South Development Authority			
Private sector partners:			
a. Akiira Geothermal Ltd;	KII	13	6
b. Oserian Development Company Ltd.;			
c. Ajiry / Centum; Bedi Investments;			
d. Menengai Oil Refineries Ltd;			
e. Spin Knit Ltd;			
f. Chambay Hotel;			
g. Njoro Canning Factory (K) Ltd;			
h. Mehta Electricals;			
i. Mara Serena Lodges;			
j. Mara Farming Ltd;			
k. Jojesi Building Contractors;			
l. Zambezi Hotel and			
m. Dlight Solar Company.			
Donor			
1. Embassy of Sweden	KII	2	1
Sub-grantee partners			
(1) DRIC	KII	4	6
(2) AFYA Africa			
(3) Dandelion			
(4) MGCEC			
Consultants			
	KII	1	
Beneficiaries and Trainers			
1. Graduates from participating VTCs	Survey	500	17
2. VTCs trainers - completed Training of Trainers (ToTs)	Survey	57	26
3. Women	FGDs	2 (20)	16
4. Youth	FGDs	2 (20)	19
5. Owners of sustainable enterprises	FGDs	2 (20)	18

3.5 Data Analysis

Data collected from interviews and discussions were consolidated and entered into question-and-answer matrices. The evaluators reviewed the data, identified and coded themes, and transcribed the qualitative data in line with the evaluation objectives. The data was coded and analyzed using Atlas-ti software, and constant comparative analysis was used. The quantitative data obtained from the Kobo Collect was exported to Excel and SPSS and analyzed using summary, presentation, and descriptive statistics. Results were disaggregated based on location and gender, and the consultants conducted all cleaning of data and generation of statistics. Triangulation was used to validate data through cross verification from two or more sources.

3.6 Preliminary Results Presentation Workshop

The evaluators organized a stakeholders' workshop to discuss initial findings and complete the outstanding data gaps with key stakeholders and ILO staff. The workshop was logistically supported by the project implementation team and programmatically managed by the evaluators. The main participants at the stakeholders' workshop included beneficiaries, implementation partners including private sector actors, ForumCiv and ILO, and government partners at both the National and county levels. The workshop was held after the Draft Report was completed and presented to the stakeholders including PSC and PAC members. The objective of this workshop was to refine the data and findings outlined in the draft evaluation report by the relevant project team and stakeholders. This exercise was critical to review the draft evaluation report and provide comments/feedback to further improve the report.

Once finalized, the evaluation findings were shared with ILO and stakeholders, who were expected to be ready and receptive to recommendations, since the evaluation process was participatory, incorporating their priorities and interests.

3.7 Reporting

In the report writing phase, the evaluators drafted the evaluation report based on the documents reviewed and inputs from discussions and interviews with key stakeholders. They then sent the draft report to the Evaluation Manager for a methodological review, and then shared it with key stakeholders for their inputs/comments. The Evaluation Manager consolidated all comments, including methodological comments, and shared them with the evaluators for consideration in finalizing the report. The evaluators finalized the report, taking into consideration the stakeholder comments and submitted the final version for approval of EVAL.

3.8 Limitations

For this evaluation, the evaluators relied on self-reports from project stakeholders, and they thus corroborated responses and assessed the validity of responses. They also used multiple data collection and analysis approaches to enhance limited information for an in-depth understanding of the evaluation questions. The evaluators also made repeated phone calls in an effort to contact potential respondents subject to their availability, and they noted the possibility of internet connectivity challenges with the online platform use. To overcome connectivity challenges, the evaluators also relied on backup data collection methods in place, such as phone interviews, as well as data synchronization once connectivity was restored. However, they found these limitations were not too difficult to overcome and did not affect the quality of the evaluation.

4.0 Findings

4.1 Relevance and strategic fit

Alignment with the Government's instruments: The ILO's Inclusive Growth and Decent Jobs Programme, implemented through a Public Private Development Programme (PPDP), aligns with and addresses the needs outlined in Nakuru and Narok Counties' respective CIDPs and the national goals of Kenya's 3rd Medium Term Plan. The project is also in line with the government's Big Four agenda, particularly the manufacturing sector. With the new government in power, there is a focus on small and medium enterprise development, providing further opportunities for collaboration. The project has the flexibility to engage multiple partners and achieve its targets without constraints.

Alignment with the SDGs: The PPDP aligns well with SDG 8, promoting sustainable economic growth, full employment, and decent work for all. During Phase 1, the ILO effectively addressed socioeconomic needs, including youth unemployment and social exclusion of women and youth from decent jobs and entrepreneurship. Both counties faced challenges from droughts, the COVID-19 pandemic, inequality, and unemployment. The PPDP intervention demonstrated success as a proof of concept and showed potential for replication and scalability beyond the initial target population.

Alignment with Sida's development cooperation policy: The project's primary donor is the Swedish Embassy, Nairobi and it effectively aligns with the three pillars of Swedish cooperation and the Swedish country strategy for Kenya, which addresses productive employment, as well as the governance agenda. By connecting these four areas, the project has garnered a satisfactory response from the embassy, as it eliminates the need to support multiple projects or partners.

Alignment with ILO's strategic objectives: The project implemented by the ILO focused on addressing youth unemployment, specifically targeting youth in vocational training institutions. It aimed to connect them with companies for internships and employment opportunities. The project also worked towards promoting enterprise development for youth and women, particularly through initiatives like bead-making. These efforts aligned with the ILO's priorities and the memorandum of understanding between ILO and the national government.

The PPDP project actively supported the development of cooperatives and small to medium enterprises, with a focus on young individuals and women. It created employment opportunities through initiatives like bead-making in both urban and rural areas. The project's flexible partnership framework leveraged resources, expertise, and opportunities from various sectors, in line with the ILO's approach of fostering cooperation between public and private actors to address societal issues.

The PPDP project began with Akira, a successful company in drilling, seeking investment guarantee from Sida. The project faced tensions due to community displacements caused by drilling, and efforts were made to ensure the affected communities benefited from the geothermal investment. The project evolved from a corporate social responsibility intervention to the PPDP model, incorporating private sector, community, and government players. It directly benefited youth and alleviated pressures arising from disrupted livelihoods.

The project's Theory of Change, adjusted and approved by partners, was responsive to needs and remained flexible. Adaptations were made during implementation, including the introduction of new private sector partners and adjustments to address COVID-19-related socioeconomic needs.

The program showed flexibility by opting for letters of commitment instead of formal MOUs with county governments, enabling effective follow-up with partners. Investments in water infrastructure became a priority due to COVID-19, and sewing machines were purchased to improve equipment at vocational training centers. The program also responded to the pandemic by distributing water tanks and hand sanitizers in resource-constrained areas.

The COVID-19 pandemic led to the closure of training institutions, disrupting operations and evaluations. Virtual communication channels were established to overcome travel restrictions but encountered difficulties. To mitigate the virus spread, resources were provided to technical training institutions for mask production. However, the closure of institutions caused delays in graduation and hindered the educational and career development of young women.

ILO partnered with ForumCiv for community engagement and the Technical University of Kenya for research, development, capacity building, and incubation of vocational training centers.

The PPDP project brought together various partners, including private sector actors, labor unions, training institutes, and community members. This partnership framework should be replicated. However, consultations revealed concerns about the adequacy of private sector actors in Kajiado County, leading to the shelving of plans to scale there. Contributions promised by some actors, such as water provision by the Nakuru County Government, were not fully realized by the time of the evaluation. Some private sector actors also failed to fulfill their commitments to the PPDP.

In the public sector, ILO partnered with.

1. National Industrial Training Authority (NITA), which was responsible for industrial training design, curriculum development and certification of employees.
2. Ministry of East Africa Affairs, Labour and Social Protection which was responsible for promoting and tracking of decent work including green jobs, and inclusion of vulnerable groups.
3. Ministry of Education which was responsible for offering advisory support on the project's implementation and facilitate replication in other counties.
4. Ministry of Public Service, Youth and Gender Affairs which was tasked with coordination of youth and women programmes.
5. Micro and Small Enterprises Authority (MSEA) which was tasked with reviewing MSE policies and programmes, promoting and developing the MSE sector, and monitoring and evaluating implementation of policies and programmes related to MSE development.
6. Ministry of Energy which was given an advisory and observatory role.
7. Kenya Electricity Generating Company Ltd. (KenGen) which was a strategic partner due to their role in electricity generation.
8. Nakuru and Narok County Governments which was responsible for vocational training, youth development, and community development since they have access to Government funds.

Other public sector partners include Curriculum Development, Assessment and Certification Council (CDACC), Ewaso Ngiro South Development Authority (ENSDA), and Narok Water & Sewerage Services Company Ltd.

In the private sector, ILO partnered with.

1. Federation of Kenyan Employers who were to represent member employers in the area such as geothermal energy operators, energy operators, flower and horticulture, lodges etc

2. Central Organization of Trade Unions which was the custodians of the decent work concept.
3. Akiira Geothermal which was the initiators of the PPDP.
4. Oserian Development Co. Ltd. which was a strategic partner since they are the leading flower farm in Kenya.
5. WaitRose & Partners Foundation which was a strategic partner since they coordinate all flower farms in Africa and they help improve lives of those who grow, pick and pack flowers.

Other private sector partners include Equity Foundation, Wadhvani Foundation, Solinc East Africa Ltd, Mara Serena, Kenya Power & Lighting Co. Ltd, Spin Knit, Rongai Workshop, Sawela Lodges, Symphony Hotels, Bedi Investments, Leather Industries of Kenya, African Indigenous Agency for Development, Mara Farming Ltd, Farm Africa, Generation Kenya and Enashipai Resort & Spa⁸.

4.2 Coherence

Both ForumCiv and ILO availed the requisite expertise needed by the PPDP. It is also clear that government counterparts also availed time, resources and expertise to the PPDP as needed. However, some crucial roles such as knowledge development and communication were not fully engaged and were only handled through occasional activities.

The implementation modality employed in this project offered valuable experience for the ILO in working with innovative funding approaches and engaging private sector partners. Consequently, it added great value for the ILO, particularly within the targeted regions and areas. The project's focus on renewable energy aligns with the growing significance of green initiatives, making it trailblazing in its own right. Undoubtedly, the concepts, focus, and priorities served by this program are exceptionally strategic.

The flexibility of the project, particularly in terms of partnerships with the private sector, was remarkable. There were no limits, and the project actually strived to find as many partners as possible.

“While we had a target to meet, we were encouraged to surpass it and seek additional partners. In fact, we aimed for more than 60% completion with local partners, which was a positive outcome. We were not restricted by budget, as it could be adjusted to accommodate the involvement of more partners”., ILO DWT Specialist for Eastern and Southern Africa ILO

The essence of the partnership evolved accordingly, sometimes seeking partners aligned with the project thematic while exploring collaborations with different organizations. This enabled the project to broaden the scope of the interventions and made significant progress especially in Outcome 2, which focused on enterprise development. An example of this was the support provided to SMEs through policy implementation at the county level, which facilitated access to funding opportunities. It was advantageous to leverage such policies as they fundamentally transformed the landscape and accelerated progress towards project targets. Having a clear policy framework in place guided and unified efforts, leading to even greater achievements.

The project used a nexus approach including gender and inclusion of PWDs, youth and marginalized groups. Nevertheless, the program's focus on PWDs inclusion, particularly in terms of skills training, internships, and employment opportunities, was relatively weak. This approach implied a multi-faceted approach to development programming where multiple variables were addressed in an integrated way within a programme. For the PPDP, the COVID-19 pandemic occurred soon after the programme was

⁸ Achievement Report for the Inception Period. (p.14)

launched, and it brought along significant development challenges that would negatively impact the implementation process of the programme. PPDP was also implemented in an environment that was already struggling with significant drought, with at least five rain seasons having failed in large geographical regions of the country including both PPDP counties.

A cross-section of residents from Raplands acknowledged that PPDP remained flexible enough to respond to emerging concerns and needs including those of PWDs. Specifically, the rapid response to COVID-19 through redistribution of protective equipment, the inclusion of sub-grantees such as DRIC for PWDs and Dandelion, which oversaw health and protective (anti- SRH) activities; and though inadequate, environmental considerations in the PPDP; all demonstrate flexibility and responsiveness to unanticipated emerging concerns. At the onset of COVID-19 the various institutions came together to chart a response strategy and to shape the intervention strategy, with the new developments that required limited movement and a shift to virtual activities. The programme purchased personal protective equipment (PPEs) and provided food aid, and the institutions including community based organized groups came together to distribute these within their local jurisdictions. In Narok County, the VTCs were contracted by the County Government of Narok to produce face masks for distribution at community level. Due to the need for digital learning and a community learning centre, the County Governments supported establishment of such centres, replete with equipment, computer and internet facilities.

The project identified trainers of trainees which targeted training of women and youth with skills that will ensure they manage their businesses better and invest in growing their businesses. Due to the realization that women in Raplands and Suswa had limited access and little to no power over resources, the project incorporated gender mainstreaming through the project's activities and partnership commitments. The project ensured that women were included in all activities such as in the training sessions, with women being used as trainers as well. This inclusion was important to ensure a social and behavioural change towards a more inclusive society⁹. The project also established the need to ensure that all the project staff and key project steering teams undergo gender awareness and mainstreaming training to enhance their skills and knowledge on gender mainstreaming and how to incorporate it into the day-to-day management of the project.

4.3 Validity of the intervention design

Based on the examination of the project's Theory of Change (ToC) matrices, it is evident that the internal relationships between the elements have been effectively designed and are easily discernible. This indicates that the activities directly result in the desired outputs. Consequently, these outputs play a significant role in achieving the four outcomes, which ultimately align with the primary development goal of reducing poverty and improving living conditions.

PPDP in its design and approach stands out in its pooling of various partners to achieve shared objectives. In addition to the two county governments, private sector partners, social partners and the National Government, the community was also a critical contributor to realization of the programme objectives. While the evaluation team found that some of the partners may not contributed much to the programme and should thus be rationalized in the next phase, it is evident that PPDP paid attention to involvement of key stakeholders in both its design and implementation process.

⁹ Achievement Report for the Inception Period

However, it is important to note that the Project lacks a specific policy outcome. Despite the expectation that the PAC (sectoral level) would review and provide guidance on policy matters to the PSC (policy level), the ToC/Results framework does not include clear outcomes, outputs, or indicators related to policy.

Preliminary studies done indicated that the people from Akiira Geothermal Plant project area lacked relevant skills to match the requirements of the available opportunities within the area. Due to this, the companies around the area had to employ migrant workers in their firms. Further studies indicated that the area suffered from more challenges such as; exclusion of indigenous communities from the mainstream economy, high levels of poverty, lack of employment opportunities, lack of employable skills, weak informal sector and low-grade SME activities, gender inequalities, and lack of basic public services within the new plant's vicinity¹⁰.

A gender analysis undertaken also established the need for targeted mobilization and outreach to girls and young women towards attending skills courses in vocational training centers¹¹. A demand survey established different gaps in skills within the area which included a shortage of qualified workers from the communities, low communication and language skills, and poor attitude and lack of interest in the jobs which resulted in low productivity¹². The project thus worked with companies and industries to facilitate promotion of demand-driven skills development and provision of attachments, internships and employment opportunities for the youth and women from the affected communities¹³.

The project had four main objectives tailored according to the identified needs of the people and they included establishment of decent jobs resulting from relevant and quality skills provided by selected vocational training centers, establishment of decent jobs from new and growing businesses, and improved community participation in lobbying for increased access to public and social services and duty bearers' accountability in providing social services¹⁴.

The full participation of key partners in the decision-making process regarding the setup of the project was of utmost importance. It was expected that they would understand and embrace their respective roles in supporting the goals. However, it appears that the members of the PSC and PAC did not fully comprehend their assigned tasks.

The design of the PPDP project incorporates private companies as implementing partners with the intention of promoting sustainability and ownership. This approach recognizes the valuable contribution that private sector entities can make towards achieving the project's objectives. However, a notable aspect is that the Project Document does not explicitly outline a specific exit strategy for the eventual disengagement or transition of these partners once the project objectives have been achieved or the project period has ended. Even so, the project design is deemed to have been realistic as it showcased a significant level of optimism and anticipation regarding the acceptance of the PPDP concept and model by both the private and public sectors. It also anticipated that the established framework would be sustained even after the project concludes.

¹⁰ ILO, (2019). Final PPDP Revised Project Document as at 14th May 2019. (p.5)

¹¹ Gender Analysis for the Public Private Sector Development Partnership Project.

¹² Maigua, J. Consultancy Report for the Formal Skills Demand Survey among Employers for the Public-Private Development Partnership (p.21)

¹³ ILO, (2019). Final PPDP Revised Project Document as at 14th May 2019

¹⁴ ILO, (2019). Final PPDP Revised Project Document as at 14th May 2019. (p.9)

4.4 Effectiveness

The project has successfully demonstrated its unique nature to the government, as a concept that was well received and understood, despite the usual expectation of free government services. The PPDP model has proven to be effective and has garnered attention from UN ambassadors of various countries. They have even joined the implementing teams in the project area to engage with participants, beneficiaries, and partners. These instances serve as good examples within ILO's niche across the three project outcomes. It is worth noting that sometimes projects lack integrated focus and can become fragmented, but PPDP project ensured a holistic approach.

The work on enterprise development has proven beneficial for women advocating for their rights, as observed in the outcomes. Additionally, young people have received entrepreneurship training through additional training centers in outcome one. Moreover, women's groups have benefited from improved access to finance in outcome two. These examples highlight the significance of the project's achievements, which are not always common in similar projects.

ILO's contribution through Outcomes 1 and 2 to building skills through vocational training and entrepreneurship was well targeted. The support by private sector stakeholders, the community and the government at various levels helped anchor the intervention towards a path of programme traction. However, a significant proportion of effort rested more on the process (designing the PPDP and commencing the interventions) and less on ensuring that the programme beneficiaries were properly grounded to utilize the skills build (vocational training and entrepreneurship) well beyond the implementation phase. As a result, only a small proportion of the trainees from VTCs and entrepreneurs have comfortably settled either in employment or self-employment. Some of the graduates from the VTCs were still hopeful that support from PPDP would be extended either through additional grants to support start up or more jobs created through the partners in the PPDP. Vocational training centers and institutions for instance made progress in providing relevant skills, resulting in 692 decent job opportunities and 597 self-employed graduates within 12 months. The project exceeded targets in creating new sustainable enterprises (608) and jobs (655). The project positively impacted women's rights advocacy, providing improved access to finance and entrepreneurship training. The project has however also faced challenges that provide opportunities for improvement and further impact. It has therefore overall recorded a rate of at least 95%.

The project had four main outcomes each with their own performance indicators as outlined below (both Nakuru and Narok County);

Outcome 1; Decent jobs resulting from relevant and quality skills provided by selected vocational training centers and other training institutions. This outcome had two main indicators as indicated below.

Table 2 Outcome 1 Achievements

Indicator	Baseline	Target	Achieved	Comment
Number of decent job opportunities provided by private, public partners through PPDP support	0	1500	692	This level of achievement was rather low compared to the target
Number of graduates in self-employment within 12 months of graduation	0	1000	597	This level of achievement was rather low compared to the target
Number of courses reviewed or developed in the VTCs		6	6	Good achievement
Number of instructors who have completed TOT courses	0	50	57	Achievement was beyond target
Number of VTC instructors benefiting from industry attachments	0	50	58	Achievement was beyond target
Number of companies committed to provide attachments	0	20	25	Achievement was beyond target
Number of learners by gender that accessed attachment and internship	0	240 (F) 360 (M)	809 (not disaggregated)	Achievement was beyond target

Sources: PPDP Fact Sheet August 2022, Final PPDP Revised Project Document and PPDP resources at the Knowledge Management Forum in May 2023

Vocational training is gaining traction nationally with renewed drive to ensure 100% transition from basic education institutions thus government support for vocational training. In Nakuru County for instance, capitation is presently KES. 30,000 per learner per year, and hence VTCs with more students receive higher amounts of funding from the County resources. This is not the case in all counties, and thus the presence of PPDP in both counties has made the two County Governments give more attention related to budgets, instructors and equipping to vocational training. PPDP's partnership with private companies also eased the process of industrial attachments for the students. Consultations with KENGEN (energy production), Bedi Investments (textile and apparel), Ajiry Centum (digital job placement platform), Protus Technologies (incubation technologies), among others indicated that these attachments were mutually beneficial as the learner got to engage at industry level and understand the needs, while the private company tapped into new knowledge and labour from the VTCs.

Engaging private sector partners in offering training opportunities, whether for instructors or students, has proven to be an innovative approach. For instance, inviting electric company representatives to demonstrate practical aspects to students in VTCs has provided instructors with real-world industry exposure. This hands-on experience went beyond theoretical training and enhanced the learning process. Additionally, the project successfully facilitated support from counties for vocational training centers, transforming their perception from being seen solely as a fallback option for those who have failed. Instead, the project emphasizes retooling and valuable attachments, making these centers a viable higher education alternative for students.

As a result, there has been a significant increase in enrolment at the Vocational Training Centers (VTCs) when compared to previous figures. The rise in enrolment clearly indicates the positive impact of the project's efforts. The project has also successfully transformed the perception of vocational training

among young people, leading to a shift in their attitudes. They now view vocational training as a valuable opportunity rather than a last resort. This shift is evident in the increased enrolment numbers. Moreover, PPDP managed to secure substantial financial resources from county governments, which further reinforces the importance and value placed on vocational training. Consequently, these centers are no longer perceived as mere infrastructural establishments intended solely for addressing academic failures. Instead, they have become dynamic hubs where students receive practical training, attachments, and entrepreneurship education.

Reported Outputs under outcome 1:

At least four Strategic Plans for VTCs were generated. The Strategic Plans helped address good practices in VTCs, and new approaches and courses. It also helped build in flexibility in training methodologies, including incorporating the accommodation of persons with disabilities (PWDs) and accommodating students who got into early pregnancies and needed to be incorporated back into the programme. This generally increased the number of students with disabilities and those who experienced early pregnancies who were subsequently retained and completed their courses.

Gap analysis of skills was done to determine the necessary modifications needed for the training curriculum. TVETA was a key national partner in the PPDP, and contributed by providing standards for attachment and internship, as well as contributing to the revised training curriculum.

Four of the VTCs were equipped with relevant equipment such as sewing and welding machines while trainers were trained at the KTTC; at least 50 from Nakuru County were targeted through hybrid training modalities. Besides, industry experts were availed to both the trainers and the learners for mentorship. Through the collaboration with industry, learners were given opportunities for industrial attachments of four months in private companies that were partners in the PPDP. In Maiella for instance, students got attachments at Menengai Oil, KENGEN, Bedi Investments (textile related) and Oserian (horticultural).

The evaluation, through the survey conducted, established that at least 53.6% of the trainers had participated in the training provided through the project as shown in the figure below.

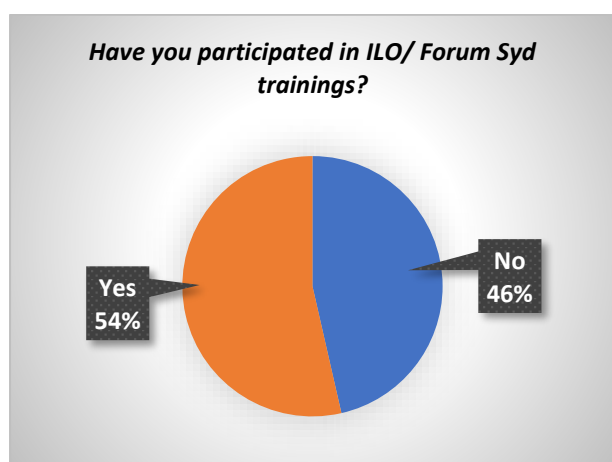


Figure 1 Participation in Project Trainings

With 53.6% of the respondents indicating that they have participated in the training program as trainers, this suggests a relatively high level of engagement and involvement. The fact that more than half of the respondents have taken part in the program indicates a positive level of interest and willingness to contribute as trainers. However, it is also worth noting that 46.4% of the respondents

answered "No," indicating that they have not participated in the training program as trainers. While this proportion is lower, it still represents a significant portion of the TVET trainers who were not been involved in the program.

The evaluation established that 80.0% of the VTC trainers believe that the training program has achieved its objectives of provision of relevant skills, access to internship & job opportunities to produce graduates with skills and qualifications demanded by the private and public sectors. This indicates a high level of success and suggests that the program has been effective in delivering the intended outcomes. The majority of respondents perceive that the program has provided relevant skills, facilitated access to internships and job opportunities, and produced graduates with the skills and qualifications sought by both the private and public sectors. On the other hand, 20.0% of the respondents indicated that the training program did not achieve its objectives. This number suggests that there may be some individuals who have not perceived the desired outcomes or have not seen youth benefit as expected from the program.

The majority of the VTC trainers believe that the approach has a significant impact in equipping young trainees with skills that align with the needs of prospective employers, indicating a high level of success in imparting relevant skills. As shown in the figure below, 86.7% of the respondents believe that the approach imparts skills to a great extent, indicating a high level of effectiveness. This suggests that the approach employed in the training program is successful in equipping young trainees with the necessary skills required by prospective employers. This high percentage indicates a strong perception among the respondents that the approach effectively addresses the needs of employers and prepares the trainees accordingly. Additionally, 6.7% of the respondents indicated that the approach imparts skills somehow, with another small proportion of 6.7% responding that the approach does not impart skills at all. This minority suggests that there may be some individuals who perceive the approach to be ineffective in preparing trainees for the needs of prospective employers.

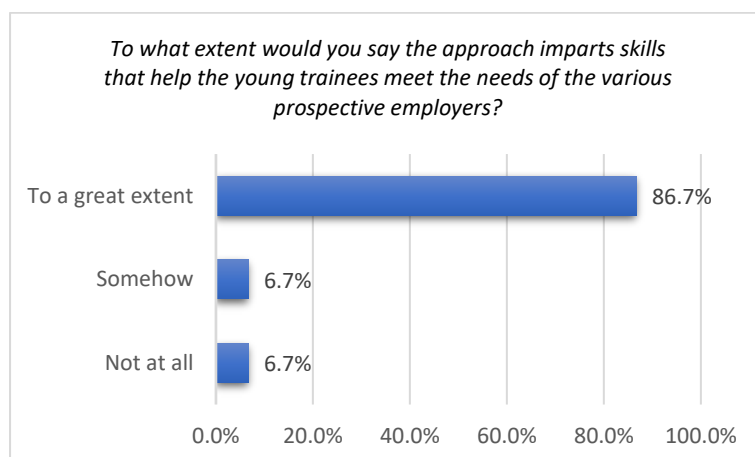


Figure 2 The project and employable skills

There was increased enrolment in VTCs, with at least 1200 graduates from VTCs reported from both counties once the local communities perceived the quality of education to have improved. This is also attributable to the remarkably improved attitude towards VTCs; where previously they were perceived to be useful for failures. This is demonstrated in the numbers that increased over implementation period of the PPDP.

Employability of VTC graduates has also been improved, due to improved quality of teaching, enhanced curriculum and better exposure through industrial attachment. This aligns with technological advancements.

With the nexus approach through Outcome 3, there is more involvement of girls in VTCs, and notable shift in traditional gender courses. For instances both VTCs reported an increase during PPDP years of girls electrical, mechanical and plumbing course. Specifically, Maiella VTC reported three girls while Mirera VTC had five girls in mechanical technician courses; there were three girls (Maiella) and 10 girls (Mirera), in electrician courses and three girls in Mirera (none in Maiella) in plumbing courses at the time of evaluation. On the other hand, there was one boy in Maiella undertaking a garment making course. Mirera also reported having at least seven PWD students, attributed to Outcome 3 interventions, comprising three girls and four boys.

With regard to gendered VTC drop-outs, while more girls were reported to drop out of Maiella than boys due to early marriages and pregnancies; this is not a concern in Mirera, which is in a comparatively less rural environment. However, for Mirera there is more drop-out incidences from boys (than girls) due to the allure of casual employment in construction sites and adjacent horticultural farms in Naivasha.

While there is a positive outlook with renewed interest in the vocational training sector by the two county governments, constraints related to limited financing still abound. Maiella for instance has a total population of 125 students (25 girls and 100 boys), implying that annual funding available amounts to approximately KES. 3.75 million¹⁵, while for Mirera, with a present learner population of 239 students (120 girls and 119 boys), has an annual budget of KES. 7.17 million. Further, Nakuru County has at least 34 VTCs that are presently operational and another 18 that have recently been completed, and now awaiting commissioning to commence operations. This implies that in this County, PPDP reached two out of a total of 52 VTCs, (less than 4%), indicating that the need for intervention is immense. In Narok County on the other hand, there are 17 operational VTCs and the PPDP reached 2 (11%) of these.

On a positive note, however, PPDP in its design as a ‘proof-of-concept’, provides useful lessons for county governments to replicate in non-PPDP VTCs and ensure that the benefits are spread to a wider population within the County. By establishing a “Center of Excellence” and using it as a model, County Governments can ensure that the benefits of the PPDP concept are effectively spread to a wider population within the County. This approach allows for a phased and strategic expansion of the program while maintaining quality and impact.

The TVET trainees therefore still face several challenges from enrolment to completion of their training. Financial constraints pose a significant hurdle for trainees, limiting their ability to access and complete the training. Competing social and family responsibilities further impede their progress and commitment to the training. Cultural barriers and limited awareness of available opportunities also hinder their ability to make informed choices and maximize the benefits of their training.

A further challenge that still persists is high drop out among the girls due to pregnancies and sometimes early marriages. Given overall low literacy rates in the communities hosting the VTCs, and lack of role models, marriage is often perceived as the natural progression route for learners, dimming other options such as economic independence through either skilled employment or self-employment. There

¹⁵ This is arrived at given a capitation amount of KES.30,000 per learner per year.

were challenges related to inability of some of the learners to take up accommodation in private sector companies because they could not afford the transport or accommodation costs, where the location was far from their homes.

The fact that a post-graduation starter kit for VTC graduates was not factored into the Outcome 1, stakeholders at community level were concerned that attending VTC led learners into merely becoming ‘skilled herders’ or ‘skilled housewives’¹⁶. Respondents drawn from social partners, community members, VTCs and county government, all indicate the need for a deeper reflection on establishment of a starter kit (whether repayable or via a grant) that enables either equipping fresh graduates with key equipment such as a welding machine, a sewing machine or business start-up capital, to help them set up after leaving the VTC.

Outcome 2; Decent jobs resulting from new and growing businesses created. This outcome had three main indicators as outlined below (both Nakuru and Narok County). A selection of output indicators¹⁷ are reflected in the tabulated section below.

Table 3 Outcome 2 Achievements

Indicator	Baseline	Target	Number achieved
Number of new sustainable enterprises 12 months after start-up	0	150 start-ups	608
% of trained enterprises with improved business practices		60%	55%
Number of jobs (including green jobs); created from the trained enterprises	0	1500 jobs revised downward to 800	655
Number of youth with at least 40% women trained on relevant business skills	0	320 (F) 480 (M)	759 (F) 295 (M)
Number of trained youth receiving post-training mentorship, market information and access and value addition	0	630	592
Number of women and youth linked and accessing financing	0	550 (revised downward to 250)	350
Training provided on value addition related to processing	0	3	4
% of SMEs linked too value chains of large companies	0	60%	30%

Sources: PPDP Fact Sheet August 2022 & Final PPDP Revised Project Document¹⁸

Although the target on number of jobs (including green jobs) created from the trained enterprises was revised downward from 1500 to 800 jobs and the achievement of 655 jobs indicates progress in job creation, it falls short of the revised target. This signals the need for a closer examination of job creation strategies. The achievement of 350 women and youth accessing financing is also below the revised target of 250. Efforts should be made to improve access to financing, which is crucial for business sustainability and growth.

Reported outputs from Outcome 2:

Among the respondents reached during the evaluation, 54.5% reported that they were running a business and/or entrepreneurship activity before undergoing the business development training. On

¹⁶ Source: FGDs in Nakuru County

¹⁷ The complete list is provided in the Results Framework, available in the Annex

¹⁸ PPDP Fact Sheet August 2022

the other hand, 45.5% of the respondents stated that they were not involved in any business or entrepreneurship activity prior to the training.

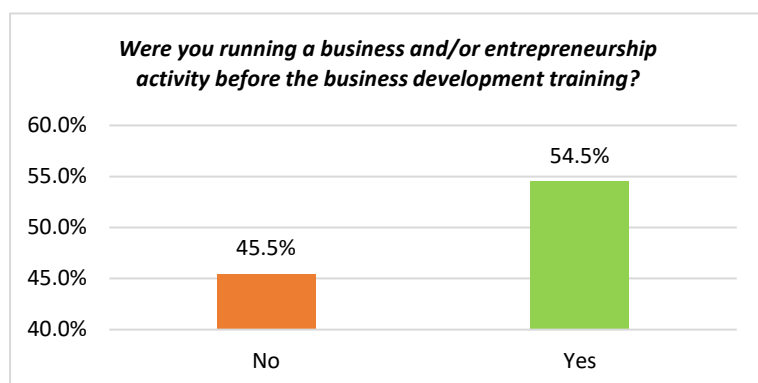


Figure 3 Existing businesses before the project

These findings suggest that a significant portion of the respondents already had some level of business or entrepreneurial experience before participating in the business development training. This indicates that the training program likely attracted individuals who were already engaged in business activities and sought further knowledge and skills to enhance their existing ventures. It also implies that a considerable number of participants were new to entrepreneurship or business ownership, as they did not have prior business activities before the training.

After undergoing the Business Development Training, most respondents, specifically 90.9%, reported that they are currently running a business and/or engaged in entrepreneurship activities. In contrast, a small percentage of respondents, only 9.1%, stated that they are not currently involved in any business or entrepreneurship activities despite completing the training. This implies that the Business Development Training has had a positive impact on the participants' ability to establish and maintain their own businesses or entrepreneurial activities. The high percentage of individuals currently engaged in business or entrepreneurship indicates that the training has equipped them with the necessary knowledge, skills, and confidence to successfully launch and sustain their ventures. It highlights the effectiveness of the training program in empowering individuals to apply the learned concepts and strategies to real-life business scenarios. The low percentage of individuals who are not currently involved in business is attributed to various factors, such as lack of capital, other personal circumstances or individual choices. There are now new businesses opened in areas related to tourism, livestock, manufacturing, agribusiness, mining and construction. FGD participants indicated that as a result of interventions aimed at bolstering entrepreneurship, new businesses had emerged.

The two most prominent sectors are Agriculture and Trade, with each accounting for 40.0% of the businesses. This suggests a significant presence of agricultural and trading activities among the respondents. Manufacturing represents 13.3% of the businesses, indicating a smaller but still notable proportion involved in the production of goods. The service sector accounts for 6.7% of the businesses, suggesting a relatively smaller presence compared to the other sectors.

Table 4 Business sector

<i>If yes, in which sector is the business?</i>	<i>%</i>
<i>Agriculture</i>	40.0%
<i>Manufacturing</i>	13.3%
<i>Service</i>	6.7%

<i>Trade</i>	40.0%
--------------	-------

Visible businesses include livestock trade, butcheries, groceries, clothes shops, salons and barber shops and video centres. The prominence of Agriculture and Trade highlights their significance in the entrepreneurial landscape, potentially reflecting the economic and market conditions in the surveyed region. It also suggests potential areas of focus for further support and development in these sectors.

However, participants were hesitant to confirm whether there was notable entrepreneurial vibrancy that could be directly attributed to PPDP. While women indicated having received training related to improvements in bead making and marketing, it is notable that their market remains very localized, which makes the cumulative turnover from the business relatively low. Accessing markets beyond their locality, and perhaps bundling the beads with other products might boost their businesses.

The findings also suggest that the Business Development Training may have had a positive impact on the profitability of the businesses. There is a decrease in the percentage of businesses making lower profits, indicating an improvement in income levels after the training. Before the training, the highest percentage of respondents (44.4%) were making profits ranging from Ksh 10,001 to 20,000 per month. This indicates that a significant number of businesses had moderate profitability levels in that income range. Additionally, 33.3% of respondents reported making profits below KES 10,000 per month. After the training, the distribution of profit levels changed. The percentage of businesses making profits below KES 10,000 decreased to 27.8%. Similarly, the percentage of businesses making profits ranging from Ksh 10,001 to 20,000 also remained the same at 27.8%. However, there was an increase in the percentage of businesses making profits in the range of Ksh 20,001 to 30,000, which rose to 22.2%. Furthermore, there was a decrease in the percentage of businesses making profits in the higher income ranges, such as Ksh 30,001 to 40,000, which decreased to 5.6%. At least 11.1% of the business reported to be making between Ksh 40,001 and 50,000 and another 5.6% making profits of Ksh 50,001 – 60,000 in a month, figures that were not witnessed before the training.

Table 5 Profits from businesses

How much were you making from the business (Profit) in a month	Before the business development training?	After the business development training?
<i>Below KES 10,000</i>	33.3%	27.8%
<i>Ksh 10,001 – 20,000</i>	44.4%	27.8%
<i>Ksh 20,001 – 30,000</i>	11.1%	22.2%
<i>Ksh 30,001 – 40,000</i>	11.1%	5.6%
<i>Ksh 40,001 – 50,000</i>	-	11.1%
<i>Ksh 50,001 – 60,000</i>	-	5.6%

The evaluation further established that a significant portion of the surveyed businesses have taken the step to provide employment opportunities, potentially contributing to local economic development and addressing unemployment challenges. A majority of the businesses (61%) reported employing other people, after the training.

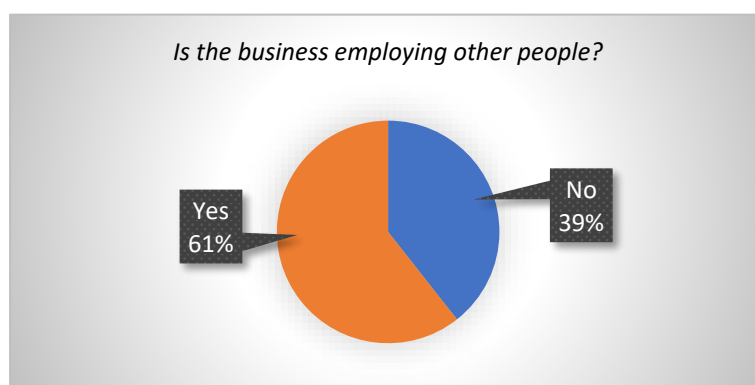


Figure 4 Businesses employing others

This indicates that a significant proportion of the surveyed businesses have created job opportunities and are contributing to local employment. It highlights the potential impact of these businesses on economic growth, job creation, and livelihood improvement within the community or sub-county.

The businesses faced a range of challenges before the business training and continue to face several others. Before the training, the biggest challenge reported by the respondents was raising finances (capital), with 45.5% of them indicating it as a major hurdle. This suggests that access to sufficient funds or capital was a significant obstacle for many entrepreneurs in initiating or expanding their businesses. Other challenges mentioned include business skills (21.2%) and technical skills (18.2%), indicating a need for training and knowledge in these areas. After the training, there was a notable shift in the challenges faced. The percentage of respondents identifying business skills as a major challenge significantly increased to 54.5%. This suggests that even after undergoing the Business Development Training, there is still a perceived need for further improvement in business-related knowledge and skills. Other challenges (30.3%) were also mentioned, indicating a range of issues specific to individual businesses that were not captured by the predefined categories.

The evaluation findings underscore the ongoing importance of business skills development and the need for continued support in overcoming challenges related to markets/customers acquisition, technical skills, and other business-specific issues. They provide valuable insights for designing targeted

interventions and support programs to address these challenges and foster sustainable business growth and success.

The emphasis on business skills as a significant challenge post-training highlights the importance of continuous learning and support in enhancing entrepreneurial capabilities and addressing the evolving needs of businesses.

Table 6 Challenges faced in business

What were the top three biggest challenges you faced before and after business development training?	Before	Continue to face in the business?
<i>Business Skills</i>	21.2%	54.5%
<i>Markets/customers acquisition</i>	9.1%	9.1%
<i>Other</i>	6.1%	30.3%
<i>Raising Finances (Capital)</i>	45.5%	3.0%
<i>Technical Skills</i>	18.2%	3.0%

Even so, the project continued to offer a range of support mechanisms necessary to address the diverse needs of entrepreneurs and enhance their chances of success in the marketplace. The majority of the respondents reached during the evaluation, approximately 66.5%, reported receiving mentorship as a post-training support. Mentorship played a crucial role in guiding and advising entrepreneurs, helping them navigate challenges, make informed decisions, and develop their business skills and strategies. Additionally, 21.5% of the respondents reported receiving market information as a form of support. This information assists businesses in identifying market trends, understanding customer preferences, and making informed decisions regarding product development, pricing, and market positioning.

Table 7 Post-training Support

Which of the following post-training support have you received?	%
<i>Market Access</i>	6.0%
<i>Market Information</i>	21.5%
<i>Mentorship</i>	66.5%
<i>Value Addition</i>	6.0%

The findings suggest that mentorship remains an important form of post-training support for entrepreneurs. This further emphasizes the importance of personalized guidance, coaching, and knowledge transfer in supporting business growth and development. There is therefore a range of support mechanisms necessary to address the diverse needs of entrepreneurs and enhance their chances of success in the marketplace.

A significant portion of the respondents reached during the evaluation have received training in business management modules, demonstrating a focus on comprehensive knowledge and skills development in multiple aspects of business management. The training program has provided participants with the opportunity to gain expertise in specific areas of business management, contributing to their overall understanding and competence in running a business effectively. At least 51.5%, reported being trained in two business management modules. This suggests that a significant portion of the respondents have received training in two specific areas of business management. Additionally, 30.3% of the respondents reported being trained in more than two modules. This indicates that a subset of the respondents has received training in multiple areas of business management, indicating a broader range of knowledge and skills in various aspects of running a business.

A significant proportion of the respondents reached during the evaluation, approximately 63.6%, reported being linked to a financial institution. This suggests that the project has facilitated connections between the entrepreneurs and financial institutions, potentially enabling them to access financial services and support. However, on accessing finance, only 39.4% of the respondents reported being able to access finance, while 60.6% reported not being able to access finance. This suggests that a significant proportion of the respondents still face challenges in accessing financial resources for their businesses, despite being linked to financial institutions. This could be due to various reasons such as stringent loan requirements, lack of collateral, or limited awareness of available financial products.

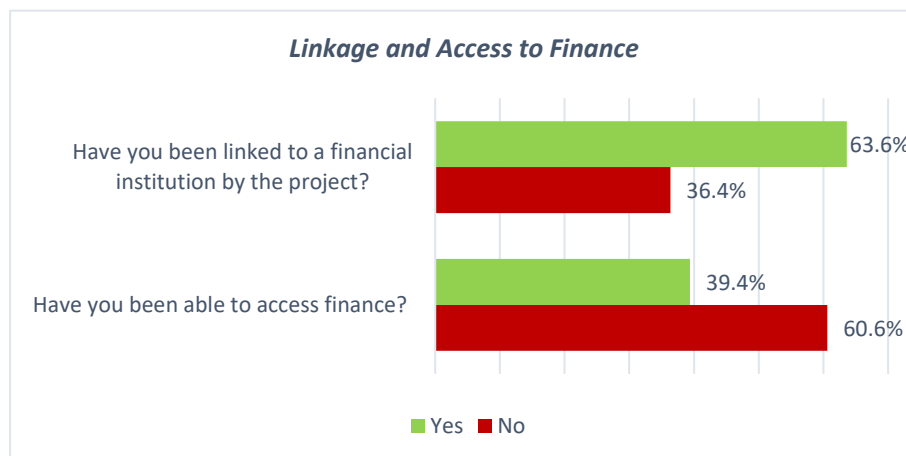


Figure 5 Financial Linkage and Access

Overall, the findings indicate that while the project has linked some of the respondents to financial institutions, there is still a significant portion facing difficulties in accessing finance. This suggests the need for further support and interventions to address the barriers to accessing finance, potentially through targeted financial literacy programs, simplified loan procedures, or alternative financing options.

Nonetheless, the Start Your Business (SYB) program emphasized the importance of starting a business with limited resources, highlighting that having a lot of money is not a requirement. It focused on generating business ideas and helping participants connect with relevant business opportunities.

“Before the implementation of the PPDP, we lacked business ideas, but after the training, everyone had ideas for starting their own businesses. The program also emphasizes the importance of saving profits for business growth and discourages using business funds for personal expenses.” An FGD participant in Suswa

Owing to PPDP’s partnership arrangement, cooperatives officers from the county government of Narok have for instance important facilitated the linkage between social service groups, such as cooperative societies, women and youth groups, as well as initiatives like merry-go-rounds and table banking for women and youth. They also conduct trainings on innovative business ideas and offer guidance on establishing and managing such groups. Furthermore, they take the lead in promoting initiatives like production and sale of items like “Ushanga”- beads and “Kikapu”- baskets, which contribute to the socio-economic development of the communities. Cooperatives play a crucial role in empowering communities to advocate for improved access to public and social services. Additionally, county governments have strengthened their capacity to provide these services by facilitating the registration

of cooperatives, savings and credit cooperatives (saccos), and providing training on new business ventures for various groups.

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

Through implementation of Outcome 3, the PPDP through its partnership approach and sub-granting demonstrated commitment to gender and social inclusion including upholding the LNOB principles in its programming. These are key linchpins in promoting the SDG agenda and ILO’s six cross-cutting concerns. However, to deepen the interventions, which largely deployed strategies such as advocacy, community mobilization and skills-building; longer-term programming (beyond one-year), bigger budgets, and deeper community engagements would have helped expand the scope and secure sustainability. The Rights Way Forward approach has great complementary potential to anchor the results from Outcomes 1 and 2 in local governance structures and should be expanded in Phase 2.

Key focus areas under Outcome 3 were capacity development of community groups (including adult literacy), granting and networking and advocacy using ForumCiv’s Rights Way Forward (RWF) approach. This outcome had five indicators, with the progress on each outlined below.

Table 8 Outcome 3 Achievements

Indicator	Baseline	Target	Number achieved
Level of community’s participation in lobbying platforms for public services		65% (Nakuru) 60% (Narok)	52% (Nakuru) 52% (Narok)
% of proposals from the community implemented		60%	62%
Number of actions implemented in the community action plans	-	At least 60%	32 out of 43= 74.4%
Number of community action plans developed		40	69
% Percentage of people aware of structures for lobbying or public participation			Overall = 96% Females-96%, Males-95% Narok (Suswa) –99% Nakuru (Rapland)-89%
%of people participating in county budgeting processes or public and social service monitoring meetings			Overall- 52% Females-54%, Males-49% Narok (Suswa)-79% Nakuru (Rapland)-9%
% of people lobbying for improved services	27% in Nakuru. 18% in Narok	65% in Nakuru. 60% in Narok	Overall-78% Female-78%; Male-79% Narok (Suswa)-94% Nakuru (Rapland)-53%
Proportion of women and youth represented in community leadership and decision-making structures (CBOs, village committees, community facilitators)	36%	40%	39%
Number of community members trained on RWF	0	1100	1596 (564 F), (1032 M)
Number of proposals presented to duty bearers through dialogue forums	0	30	46
Number of dialogue forums and decision-making spaces	0	15 forums 8 spaces	25 forums 23 spaces
Number of community projects implemented		30	38

Number of community members skilled with social audit processes		60	71
Number of social audit initiatives by community		8	4

Source: The Final Draft of the Endline Evaluation Report¹⁹

The project demonstrated commendable achievements in several areas, such as community proposals' implementation, action plans, and community leadership representation. However, there were variations in outcomes across different indicators and locations, indicating the need for tailored strategies to address specific challenges and opportunities. For instance, while community participation in lobbying platforms for public services was slightly below the target in both Nakuru and Narok, there was high awareness of lobbying and public participation structures, especially in Narok (Suswa). The project also excelled in implementing community proposals, surpassing the target, and also exceeded expectations by implementing 74.4% of proposed actions in community action plans. Likewise, the program successfully trained a significant number of community members in various areas, with balanced gender representation. It also presented a substantial number of proposals to duty bearers through dialogue forums, conducted numerous dialogue forums and decision-making spaces, and exceeded the target in community project implementation. While the number of social audit initiatives fell below target, there were notable successes in this area.

Reported Outcome 3 Results:

Enhanced public participation; Communities where PPDP was implemented respond very well to public participation activities initiated by the county government; this has implied that there is now renewed focus on those sub-counties, with greater spending from the county governments. There is also notable women's empowerment particularly in Nakuru County, where women who received adult literacy learning, now confident as entrepreneurs, advocacy leaders engaging the county governments and also now elected independently in local leadership roles.

Strategies for the interventions in Outcome 3 included advocacy, community mobilization and engagement of duty bearers, particularly the county governments to push for enhanced service delivery, adopting ForumCiv's Rights Way Forward (RWF) approach. Women and youth groups were reached and sensitized on their role as rights holders and the opportunities that exist to demand services and infrastructure through the decentralized governance channels. Some visible results from this advocacy process can be summarized as listed below:

Improved community infrastructure; Construction of various structures including market stalls, roads and sanitation facilities in Raplands has been done, as a result of lobbying activities and participation in public participation processes related to the planning and budgeting cycle: The market structure is in place although not operational yet, because other infrastructural support structures such as the ablutions require a functional water source, which is not yet in place;

Posting of ECD teachers in Raplands; there was no teacher to handle early childhood education development (ECD) before the community advocacy process.

A participant at the FDG with youth in Raplands made a comment that; *'we did not even know that it was the responsibility of the County Government to employ ECD teachers. We were trained to lobby*

¹⁹ The Final Draft of the Endline Evaluation Report: Outcome 3- Improved Community Participation in Lobbying for Increased Access to and Duty Bearers Accountability in Providing Social Services.

through the Dialogue for Change Forum, and now we have two ECD teachers employed by the government’.

Moi Derby Dispensary now fully equipped and operational. Notably however, community members reached through FGDs complained that by the time of the evaluation, there was no medication at the local dispensary, and they still needed to make prescription purchases in private pharmacies outside Raplands;

Water access at the dispensary; with contribution reported to be KES. 8million from PPDP and KES. 10million from the County Government of Nakuru. While all counterparts from the County Government indicated that water had been availed to the community at Raplands, the community members complained of unfulfilled promises with regard to water access. They still prioritize water as an important consideration for Phase 2 of PPDP.

Enhanced public participation in public expenditure management; it was reported that the numbers of community members attending and contributing during public forums initiated by the Nakuru County Executive and Assembly have significantly increased. More importantly, the quality of participation was reported to have improved with CBOs and those organized under the ‘Dialogue for Change’ in Nakuru County reported to self-organize and present memoranda to during the public forums. PWDs, women and youth and were also reported to participate and present memoranda addressing their specific interests.

Adult literacy programme reported as a ‘game changer’ for women; unlike previously, women who attended the adult literacy programme in Nakuru County indicated that they could now ‘communicate with privacy through the SMS service on their phone, transact through MPESA without being cheated and confidently explore markets for their beads’ outside Raplands²⁰.

‘I could neither read nor write. As we speak, I can write a letter in Swahili’. A female FGD participant in Raplands

County Enterprise Fund Regulations of 2021 validated; while the County Enterprise Fund Act of Nakuru was enacted in 2020; the Regulations to give effect to the Act was completed and taken through the validation process with PPDP support in 2021. This helped to give traction to enterprise skills development in support of Outcome 2 interventions.

Partnerships with Subgrantees

(a) Dandelion Africa

Dandelion Africa (Dandelion) is a women’s organizations that operates in four counties in Kenya; Baringo, Kajiado, Nakuru and Narok; supporting access to health including sexual and reproductive health (SRH), women’s climate change mitigation, women’s and youth empowerment and women’s climate change mitigation. Other areas of grassroots advocacy and sensitization are against FGM, supporting sustainable environmental management and engaging duty bearers (particularly government) for enhanced service delivery. For the PPDP, Dandelion operated in both Nakuru and Narok Counties.

Dandelion received a sub-grant from ForumCiv to implement the ‘*Jihusishe Wajibika*’ (Be Involved and Be Accountable) Programme, as part of the PPDP interventions under Outcome 3. The project was

²⁰ Source: FGDs

implemented between November 2020 and October 2021, for a total of US\$50,003. The *Jihusishe Wajibika* had two objectives; (1) to increase the community's involvement in local governance and accountability processes, and (2) to increase the accountability of duty bearers for enhanced service delivery. The strategies deployed incorporated other interventions such as income generating activities for youth and women's groups, sensitization activities on health, gender equality and women's empowerment (GEWE), entrepreneurship training, engagement of *Nyumba Kumi* and male anti-GBV champions to influence the community's perspective and behaviour change on sexual and gender-based violations.

It is notable that this was also in response to the emerging need during PPDP to address SGBV concerns that were contributing to the dropouts of female learners at the VTC, negatively impacting PPDP's Outcome 1;

By the time of the evaluation, through the *Jihusishe Wajibika* program, five *Nyumba Kumi* clusters underwent training, resulting in the training of at least 61 male anti-GBV champions. An initiative focused on menstrual hygiene for girls, named 'Girls for leaders, Boys for change,' was introduced and another incorporated leadership training and aimed to provide alternative rites of passage training for boys. It reached 58 girls in Raplands and 46 in Suswa.

Another initiative, called the 'mobile back-pack nurse,' aimed to offer health services to mothers in hard-to-reach areas in Suswa and Raplands had also been accomplished. This extended family planning commodities and provided child immunization. As a result, family planning services were made available to 21 women in Suswa and 49 in Raplands. Female participants in the focus group discussions in Raplands highlighted that the health outreach work of Dandelion had increased women's confidence in undergoing cervical cancer screenings at the dispensary. This dispelled previous fears and proved to be useful for the residents. A total of 183 children in Suswa and 138 in Raplands received immunization. Cumulatively, these efforts led to improved indicators, with a reported 35% increase in ANC (Antenatal Care) services utilization.

With the initiative to engage duty bearers, there was direct engagement with the MoH to ensure that the initiative above with the 'mobile back-pack nurse' are institutionalized beyond the present intervention. In addition, the Ministry of Interior was also engaged to push for access to identity cards for residents at the Kambi Turkana in Raplands – a vulnerable group that has been left out of the loop of essential services as they are perceived to be "nonlocals". Identity cards are critical for them access training, financing and other services. Reported results from this include formal resettlement of 42 households in Raplands with another 58 being resettled, under the direction of the Ministry of Interior. A new Assistant Chief was also installed in the area, as a result of the advocacy work under PPDP Outcome 3. In addition, a water and sanitation and hygiene (WASH) initiative led to establishment of pit latrines in Kambi Turkana, to address perennial diarrhoeal concerns due to lack of basic WASH services. Five water tanks were purchased through group loans to five needy households under the economic empowerment programme to the residents in Suswa, while at Kambi Turkana in Raplands four tanks of 10,000litres each provided directly from Dandelion, to address water shortage and related sanitation challenges.

Two existing CBOs were engaged in the under the Dialogue for Change initiative; Ewangan in Suswa and Emom in Raplands. Both received training on resource mobilization and internal governance; and also benefited from skills-building in grassroots advocacy and mobilization.

(b) Ewangan CBO

The Narok (Suswa) based CBO was supported by ForumCiv with the objective of empowering them on community work. They sought to address the needs of the entire society, as they believed that existing initiatives focused solely on specific activities without a broader community-oriented approach. ForumCiv played a pivotal role by providing a trigger for Ewangan's collective action. The CBO was formed from 19 self-help groups, and although some groups dropped out due to the associated costs, it remained united. Most of the groups were grassroots women's organizations covering the seven villages.

Initially, Dandelion Africa, a more advanced organization, was introduced to the CBO by ForumCiv to provide mentorship and guidance on various aspects such as governance, financial management, and accountability. Encouraged by their support, Ewangan embarked on an Income Generating Activity (IGA) project, which involved purchasing and selling steers. The profits from these sales helped the CBO address other challenges encountered along the way.

The CBO was supported through trainings, particularly on finances and leadership and later wrote proposals to secure funding for their initiatives. Eventually, they received funding of approximately Kshs 800,000 from ForumCiv for a project focused on addressing high rates of teenage pregnancy and boys' disengagement from education. The CBO conducted sensitization activities, especially through church outreaches, and collaborated with community leaders to address these issues. The support and involvement of the community were crucial in these efforts.

Recognizing the numerous challenges faced by boys in the society, drug abuse, school dropout, and early marriages, the CBO implemented a program that aimed to ensure school completion and provided alternative opportunities beyond primary education. The CBO enrolled 194 boys in a mentorship program and managed to gain community support and address the needs of these boys, creating a positive impact on their lives.

(c) The Disability Resources and Information Centre (DRIC)

DRIC received a sub-grant from ForumCiv to implement a programme between 2019 and 2021, with an initial focus on two wards Raplands in Nakuru County (Hells Gate and Olkaria). After six months of implementation, the programme was expanded to Suswa in Narok County, in Suswa Ward. The comparative advantage of DRIC was its specialization on disability programmes. The total value of the grant was KES. 1.1912 million.

As a result of the sub-grant, duty bearers in both counties, where there was a target of at least 30 individuals in each county were sensitized to help improve service delivery for PWDs. Likewise, there was enhanced understanding of disability mainstreaming in the PPDP, but also in the activities of the county governments. Evidence of this is seen in the subsequent involvement of PWDs in county government committees, in school management and health facility boards, at least in Raplands. In addition, Faith Based Organizations (FBOs) have further taken a closer interest in the needs of PWDs, as well as community gate keepers in Narok County. Advocacy areas for DRIC during engagement with duty bearers focused on enhancing registration of PWDs, to ensure that their numbers are included in the public planning and budgeting processes, and that they access Disability Cards. Registration of PWDs is a government requirement that is often overlooked. When not registered, the public planning process does not take on board the special needs of PWDs in their budgeting processes. As a result of DRIC's work, 70 registrations took place during implementation of PPDP, where DRIC undertook the

formal disability assessment for at least 100 PWDs. By the time of the Evaluation, 30 PWDs had not received their disability cards. The importance of disability registration rests in the benefits that accrue once a PWD possesses a Disability Card. These benefits include: tax exemption, waiver of business permits, PWD qualify for duty free importation of personal use vehicles, PWD are allowed an extra 5 years to work after the official retirement age, children with disability qualify for special scholarships and bursaries, qualification to apply for AGPO, and at least 5% of PWD are allocated employment opportunities in all public organizations. At least 30 Volunteer Community Point Persons (CPPs) an equivalent of the health sector level 1 Community Health Volunteers (CHVs), are now in place with 20 in Raplands and 10 in Suswa; supporting PWDs access health, social services and other needs. The CPPs keep in touch with households of PWDs constantly to ensure their needs are addressed by the duty bearers.

Nexus matters have also been addressed through the sub-grants, although very small in scope. Interventions related to community health services (maternal and child health); water, sanitation and hygiene; SGBV; disability inclusion and adult literacy, have all enabled an integrated system-wide approach that provided positive anchors for the PPDP. This is a strength in the programme that will need to be strengthened during Phase 2. PPDP in its essence implies a confluence of shared objectives and interventions by the public, private and non-profit sectors; the community angle is a critical linchpin that should be strengthened, given the early positive results in Phase 1 of PPDP.

A different approach could have nonetheless been taken towards the sub-grantee program. The role of ForumCiv's community facilitator should be reconsidered or reviewed. Several stakeholders wished that they engaged directly with ForumCiv rather than through the facilitators. There were also concerns about the implementation period allowed under the sub-grant, with the view that one year is too short to achieve the intended objectives. Both grantees indicate that they would have needed additional time for an exit and sustainability plan. In the case of Nakuru County, while DRIC's intervention was largely advocacy and engagement with duty bearers and less of provision of physical services as the case for Dandelion, the concern that advocacy requires significantly more time to achieve results can only be underscored. Financial constraints resulting from the minimal budget limited the scope of intervention. An unexpected challenge faced by DRIC was the influx of PWDs from other areas to benefit from DRIC's activities, which further stretched the available resources.

Outcome 4; Strengthened Project Management and Coordination

Outcome 4 focused on engaging partners, including signing MoUs, tracking implementation process, coordinating with the PSC, PAC, Skills Committee and Sustainability Committee. Outcome 4 also focused on resource mobilization, creating visibility for the programme (handled by ILO) and M&E, which was handled by ForumCiv. Based on the midterm evaluation, by 2020, 60% of the desired outputs had been achieved with a sustainability plan having been developed.²¹

As part of the project management and coordination, an institutional mechanism was established to facilitate the planning and implementation of the PPDP strategy. This involved conducting consultation meetings with partners, including county executives, chief officers, and directors. These meetings focused on discussing various aspects such as progress, achievements, lessons learned, and challenges encountered during the project.

²¹ ILO Midterm Evaluation Report.

The need to advocate for the integration and solidification of the project's achievements in public participation within the policies and laws of the two counties was not a very easy undertaking. This particularly pertained to the differences in budget process and legislative procedures.

Communities that actively participated in the project have experienced an increased awareness of their rights. Consequently, some stakeholders, particularly politicians, have criticized the project. In response to this trend, efforts have been made to organize meetings aimed at disseminating information and mitigating the criticism. The project has been labelled as "radicalizing the community" by certain political quarters, an image that the project has endeavoured to dispel through raising awareness about its intentions and goals among local leadership.

Additional challenges have arisen due to government directives, coordination issues among different agencies, and limited contributions from entities like Akiira Geothermal, primarily due to financial constraints. Delays have also been encountered in receiving contributions from the two County Governments towards the project. Moreover, the project has been impacted by changes or transfers of key officials within the County Governments, which have affected their engagement and collaboration in the project.

A number of respondents felt that although the Project Advisory Committee (PAC) was effective in managing the county-based politics to allow PPDP to gain traction, there was a perception that it was too bloated as a unit of decision making. Respondents felt that the wide membership did not always make a contribution or play an active role, but merely remained members who attended all meetings. Besides, not all members attended meetings with the level of consistency required for effective execution of the committee's role. For the future phases of the programme, it was suggested that an audit of the members' contributions to the programme would need to be done, and a full review and revamp of the PAC done to leave a lean membership, which will be deemed to provide value to the PPDP.

Contribution of the project partnership arrangements (Public Private Development Partnerships) to the achievement of project objective and expected results

Partners in the PPDP were brought in through referrals during implementation of the programme. For instance, the Directorates of Youth at county level, and national institutions such as TVETA and the Ministry of Devolution, were brought in later; when it was agreed that their contribution was critical to the implementation process. The fact that top political and executive leadership from the counties at the level of the Governors played a critical role during the implementation process was reported to have eased the process of county financial contributions to the PPDP, in both counties. The County Governments also seconded staff to the PPDP top committees, which generated good ownership of the programme. Stakeholders also report that there was significant and continuous knowledge sharing between the partners in the two counties. Implementing partners also report having had positive rapport with the donor, with constant consultations and re-shaping of the PPDP being evident.

In these types of projects, it is crucial to embrace learning partnership and collaboration, which in this case played a pivotal role. Maintaining an ongoing dialogue with the donor, was of utmost importance. The project did not need to conceal any challenges or issues when working with the donor who appreciated open and transparent communication, even if things were not going as planned. This kind of honest dialogue was valued and the team was able to extract more value from the partnership. This realization has been particularly evident in the success of the PPDP project, where dialogue with the donor has played a pivotal role. The donor's involvement extended beyond financial reporting and

required active engagement as a thought partner. This collaborative approach, especially with a patient and understanding donor, enabled the project team to collectively shape the project and adapt as needed.

“The donor was not solely focused on signing off on our reports; they have their own development objectives... aligned with ours. As a result, we worked together as genuine partners to achieve our shared goals”. Programme Office, PARDEV

The tripartite approach employed by the ILO, which involves consulting with social partners, adds a unique aspect to project design and consultation process. However, not every ILO project, particularly in the realm of development cooperation, has the immediate or primary objective of enhancing tripartism. In the case of this project, its main focus was not to improve tripartism. Nevertheless, the ILO's distinctive position in incorporating this approach, especially when engaging with local private sector partners and trade unions, brought value by ensuring a higher level of inclusivity and dialogue. Benefits from this tripartism did not only accrue to PPDP but to the partners as well. For instance, private sector partners indicated that they had benefited from the learners who were attached to their companies, not just through the additional human resources availed, but also through the value added based on VTC curriculum improvements. Social partners such as COTU indicated that PPDP ‘opened up an opportunity to activate the role trade unions’, in the counties, and that for the first time, there is now a direct engagement between county governments and COTU, which is directly attributable to PPDP²². Subsequently, there is increased recognition of workers unions at county government level.

The project however encountered challenges in this aspect, due to the extensive consultation process involved. This led to delays as coordinating feedback from partners, especially when entering into local implementation agreements and arrangements.

Addressing the mid-term evaluation recommendations

Recommendations from the MTE were addressed in the later part of the programme. Specifically, the recommendation on inclusion of PWDs in the programme was done, and a local organization, Disability Resource and Information Centre (DRIC) sub-granted to ensure better targeting and inclusion of persons with disabilities. However, a few recommendations had not been addressed by the time of the final evaluation. For instance, the recommendation to provide PPDP greater visibility had still not been fully addressed, a factor that the programme implementation team attributed to not having a communications officer on board. Another recommendation on provision of clean water for the beneficiary communities although initiated by the county governments, had not been realized by the time of the final evaluation. The government counterparts indicated that while funding for water resources had been factored into the county plans and budgets for purposes of the PPDP, this had not been liquidated by the end of the project because of financial realignments occasioned by the 2022 General Elections and the change of leadership. The PPDP stakeholders and the evaluation team members were however assured by the county governments that the new regime was committed to providing clean water to residents in Raplands and Suswa.

A no-cost project extension was also recommended during the MTE due to interruptions associated with COVID-19 and with the 2022 General Elections; and this extension was agreed to. Flexibility in

²² Source: KIIs

programme design is also demonstrated with the earlier 10-month extension of the inception phase which ensured better mapping and consultations with various stakeholders²³.

Another concern from the MTE was the need for PPDP to focus on concerns around Sexual and Gender Based Violence (SGBV), which although were not part of the initial programme design, had begun to negatively impact the PPDP implementation process if left unaddressed. As a result, advocacy at community level led to flexibilities that allowed post-partum resumption of studies at the VTCs for female learners affected by earlier pregnancies. In the case of Narok County, it led to the generation of the Narok County Policy on Female Genital Mutilation (FGM), which was enacted by the County Executive Committee

4.5 Efficiency

A concern over the cost efficiency of the PPDP was raised by various stakeholders, concerned that the cost of the programme may have been too high and not have been commensurate with the results realized. The PPDP implementation team explained that a significant proportion of the financial resources were spent in design-level interventions (programme design, setting up implementation structures, developing strategic plans for VTCs, curriculum review, purchase of equipment and community mobilization), that may not require much financing in future phases. The cost efficiency concerns may be leveraged if the PPDP team spurs greater knowledge development and dissemination to encourage replication of PPDP-like interventions elsewhere. This will spread the benefits and ease the cost efficiency concerns through scaling.

Sida's catalytic funding, and PPDP's overall programming approach, which includes capacity development and technical assistance to government institutions and CSOs, building strategic partnerships with private sector actors, and providing sub-grants to trigger processes has provided a firm foundation for accountable and inclusive institutions at grassroots level. County government partners' affirmation of interest to continue with the programme beyond external funding is a positive spin-off. Nevertheless, considering the limited scope of Phase 1, ForumCiv and ILO should explore alternative sources of funding while also ensuring a more secure commitment to counter-part funding from the county governments. PPDP was designed as a catalytic support, where non-traditional partners e.g., CSOs and government, combined efforts under shared objectives and contributed resources. ForumCiv is traditionally a CSO that keeps government accountable, but was now a partner alongside private sector actors, to implement the PPDP, marking a major shift within long held perceptions on human rights lobby groups.

During the preparation of the project document, certain assumptions were made regarding the involvement of partners and the contribution of funds. Specifically, the expectations and contributions of partners, particularly Akira as the initial partner, were outlined at that time. However, as the project progressed, some of the pre-assumed contributions were not fully honoured; the assumptions made during the project's preparation did not align entirely with the actual contributions received. This discrepancy arose because there had not been thorough discussions or complete agreement before the project commenced.

In order to tackle this problem, any future approach must involve engaging in comprehensive discussions and clarifying all the intricacies and expectations before entering into partnerships. There

²³ The Final Draft of the Endline Evaluation Report: Outcome 3- Improved Community Participation in Lobbying for Increased Access to and Duty Bearers Accountability in Providing Social Services. (p.27)

is need to place significant emphasis on highlighting the crucial nature of every partner’s commitment. Nevertheless, the project must refrain from allocating any funds in the budget unless partners demonstrate a concrete and firm commitment to the cause.

Nevertheless, the financial support, such as funding from the county government, played a significant role in the project's achievements. Additionally, the private sector made valuable non-financial contributions, mainly in the form of in-kind support. The private sector partners actively participated by providing valuable attachment and internship opportunities, although quantifying the exact cost of such contributions proved challenging. However, these non-financial contributions played a crucial role in enhancing the project's outcomes. The inclusion of six-month interns and instructors for instance greatly enriched the project, resulting in improved effectiveness and overall success.

The project's successful implementation was attributed to its efficient utilization of resources, including both financial and non-financial contributions.

The project reported a burn rate of about 99% and while it was to officially supposed to end in April 2022, and had planned for savings, there was a request for a no-cost extension of six months due to delays caused by COVID and other challenges. Subsequently, the funds that would have been considered as savings were actually utilized during that extended period to continue implementation. These funds were necessary to help complete the project within the given timeframe. On the whole, the project was carried out within the allocated budget and expenditure limits.

The transfer of funds from Sida to ILO was consistently timely, except for one instance where there was a slight delay due to the transition from one financial system to another. This change was communicated effectively, and overall, the transfer of funds has been prompt. Similarly, from ILO to ForumCiv, there was only one delay that posed some challenges, but it still occurred well within the timeframe specified in the contract.

The work plans are aligned with the budget besides the good support from Sida who have been very understanding. However, sometimes working with partners in the government was challenging because what was planned did not happen. For instance, meetings got cancelled or delayed or transfer of staff out of county.

Although there was interest to make the VTCs attractive to learners, the training under PPDP was demand-driven, and this ensured that it was highly relevant to local needs. Training of trainers which was delivered through the KTTC at some point had to be held virtually due to the COVID situation. The positive side of this is that more VTC instructors were included – at least 50 - inclusive of those from non-PPDP VTCs. This expanded scope not only exposed a bigger critical mass of instructors to the revised curriculum, but also ensured that in the event of intra-county transfers of instructors, those coming into the PPDP-affiliated VTCs had also received this new training²⁴.

Throughout the implementation process, several challenges arose, requiring innovative solutions to ensure continued progress. For instance, the initial plan was for all partners to sign a Memorandum of Understanding (MoU). However, it became evident that this would involve a lengthy and complex process, involving legal departments and, in the case of government institutions, engagement with the office of the Attorney General. To simplify this procedure, partners reached an agreement to sign commitment letters instead.

²⁴ Source: KILs

PPDP also adopted an approach of documenting the programme through ‘video documentaries’, to increase visibility of the programme, and to expand dissemination. The evaluation could not establish the level of viewership of the documentaries generated. Use of documentaries was reported to have enriched the process of enabling the beneficiaries and community members tell their stories and changes they had experienced as a result of the PPDP, in their own words. GIS technology was also reported to have been deployed to help map community level projects. As a result, the GIS mapping could show the actual geographical locations for water kiosks vis-à-vis budget allocated through web-based links. A tool for tracking students from VTC after training was also developed; providing information on where each of the students is at, disaggregated by gender. This was done in partnership with Ajiry Centum.

In order to secure financial resources, meetings at community level were held at community centres, with meals prepared by local entrepreneurs to not only boost their businesses but to also localize the socioeconomic benefits PPDP.

There were also programme synergies, where community groups under Outcome 3 received entrepreneurship training through the training initiatives in Outcome 2. Similarly, groups across all outcome areas were involved in the community advocacy work, and the county planning and budgeting processes supported under Outcome 3²⁵.

Inclusion of men in among female trainees has also emerged to be an innovative way of building a team of male gender champions, particularly the predominantly Maasai regions, that tend to be relatively more conservative of gender roles. The gender-responsive strategy implemented by the PPDP was also an innovative approach to address gender stereotypes within the skills building process. A key approach ensured that female trainees at the VTCs were encouraged to take courses that are typically associated with male roles, such as welding, electricals and plumbing roles²⁶. Through ForumCiv’s capacity development and sensitization activities for community groups, there has emerged locally accepted female leaders, who include local entrepreneurs, a local assistant chief and elders, which was previously unheard of.

PPDP’s approach marked by multi-stakeholder programming, flexibility, piloting and ‘proof of concept’ interventions; are therefore effective in programme management in a challenging and uncertain context as that in Kenya and should still be adopted in the future programme design. While the contribution of private sector partners could be further strengthened and made more certain in Phase 2, it is clear that all stakeholders (particularly the private sector) are critical for the essence of PPDP to be realized. The composition of the PSC and PAC will however need to be reviewed to ensure that all resources (strategic positioning, financial mobilization, innovation, business incubation) are efficiently pooled and availed to the programme.

However, according to the implementing partners, the reporting timelines were excessively tight. Particularly, the requirement to submit reports by March 15th each year posed challenges due to the prolonged process of report approval²⁷. In addition, respondents from the counties indicated that this timing did not align with the government’s fiscal planning year, which begins on July 1st and ends on 30th.

Another aspect that did not work well was the failure of certain partners to fulfil their commitments. Despite making initial pledges, some private sector actors, for instance, did not honour their

²⁵ Source: KIs

²⁶ Source: KIs and FGDs

²⁷ Source: KIs

commitments or adhere to the agreed-upon timelines. The phrase ‘joy-riders’ was frequently mentioned with regard to partners who participated in the PPDP ‘without adding value’.²⁸ The implication of this in Phase 2 is the partnership model will need to shift and now aim for more strategic mobilization of partners, for there to be a better link between their presence and resources (including opportunities, financial, skills, ideas) availed to the PPDP.

Moreover, although the county governments exhibited a sense of ownership towards the PPDP, difficulties arose due to internal transfers and political transitions, creating challenges in maintaining continuity and consistency. Some partners also reported some form of political interference particularly in the build-up to the 2022 General Elections, where some respondents indicated that county governments may have shifted some resources away from the PPDP activities to suit the political priorities at the time²⁹. Considering the political dynamics observed at the county level, the Implementing Partners propose a modification for Phase 2; they suggest shifting the county-focal point from its current arrangement to the office of the County Secretary, who possesses greater convening power.

With regard to the operationalization of the PPDP, there were notable differences in the approaches of the ILO and ForumCiv; specifically, with the M&E component where ILO was keener on the numbers achieved, while ForumCiv felt that greater focus on qualitative outcomes and change realized, through methods such as outcome harvesting, would have generated a more nuanced narrative of results. As a result, the reporting templates presented a limitation in those qualitative results, were not have been fully captured through the routine reporting processes.

Regarding the program design, the extent and gravity of the impacts of sexual and gender-based violence (SGBV) on Outcome 1 were not initially foreseen. In this regard, it was suggested that specialized organizations dealing with SGBV, such as UNFPA, could have been involved in shaping relevant interventions. This recommendation has also been put forth for careful consideration during Phase 2 of the PPDP.

Partner contribution to Outcome 3 were perceived to be relatively less than that provided to the other Outcomes, a factor that was attributed to its nature as a ‘soft-skills, capacity development based, and advocacy oriented’ intervention, which did not generate results in visible numbers, or yield visible physical infrastructure or equipment. Stakeholders indicate that there should be more consideration on partner contribution to Outcome 3 during Phase 2.

4.6 Impact Orientation

The PDPD project has made significant achievements in reducing poverty, improving living conditions, supporting the attainment of SDGs, and ensuring access to rights-based services. Furthermore, it has fostered positive changes in policies and practices at the national and county levels, leading to a more inclusive and sustainable development landscape.

By implementing various interventions, the project has uplifted the economic well-being and socio-economic status of the target population, leading to enhanced livelihoods and a higher quality of life. Furthermore, the project's outcomes have played a crucial role in advancing the Sustainable Development Goals (SDGs) and their relevant targets. By aligning its activities with the global development agenda, the project has directly or indirectly addressed critical issues such as poverty eradication, gender equality, quality education, good health and well-being, and the creation of

²⁸ Source: Multiple KIIs, FGDs

²⁹ Source, KIIs.

sustainable cities and communities. Its impact has contributed to the broader effort of achieving these SDGs.

The project has advanced SDG 3 - Healthcare thus enhanced good health and well-being and ensured healthy lives and promote well-being for all at all ages. It has also advanced SDG 4 - Quality Education which focuses on ensuring inclusive and equitable quality education for all. Through the VTCs and adult literacy activities, the project has provided access to lifelong learning opportunities, promote literacy and numeracy. The project also advanced SDG 1 - Social Welfare No Poverty and SDG 10 - Reduced Inequalities which both address social welfare concerns. Also addressed by the PPDP project is SDG 16 – Governance which focuses on peace, justice, and strong institutions. The project provided access to justice for all, and building effective, accountable, and inclusive institutions at all levels.

The ultimate beneficiaries of the project have as a result benefited from improved access to rights-based services, empowering them to exercise their rights and entitlements more effectively. Additionally, the project has influenced policy development and practices at the national and county levels. Through its advocacy and collaboration, more inclusive, equitable, and effective policies have been implemented, addressing the specific needs and aspirations of the target population. This positive change is evident in sectors such as healthcare, education, social welfare, and governance.

Specifically, the project has resulted in increased access to clean and potable water for domestic and livestock use in Suswa which has reduced the burden on women since they used to walk long distances to fetch water in rivers. Previously, the women used to walk for more than 20 kms to look for water in rivers. Therefore, the women now have time to engage in income-generating activities thus boosting household earnings.

The implementation of the adult literacy program has yielded positive outcomes in the community, particularly in terms of increased literacy among its members. Women, in particular, have reported notable improvements in their ability to engage in financial transactions using platforms such as Mpesa, as well as effectively manage their businesses.

Furthermore, the project has contributed to a greater appreciation for Community Health Volunteers and has led to an increase in the utilization of immunization services for children and contraceptives, particularly among youths. There has also been a reported increase in the involvement of men in promoting access to sexual and reproductive health services. Additionally, more men are accompanying their wives during pre-natal and antenatal clinics, indicating a shift towards increased male engagement in reproductive healthcare.

The literacy program has played a significant role in boosting the confidence of the youth, thereby enhancing their ability to engage in business activities. This newfound confidence is expected to have long-lasting benefits as the youth become actively involved in entrepreneurial endeavours.

Recognizing the importance of inclusivity, the literacy program also targeted the elderly population, equipping them with valuable business skills. As a result, they are now able to participate in income-generating activities and improve their financial independence.

According to the values obtained from the midterm evaluation, a total of 195 youth (121 male and 74 female) in the communities were provided with internship and attachment opportunities. A significant number of these youth have successfully transitioned into permanent positions within the organizations they were attached to, thus offering them sustainable employment prospects.

The project has ensured changed attitudes among the people in society, e.g., women in the Maasai community were not allowed to meet and discuss their issues. However, through the trainings on

gender and women's rights, women can now meet freely and engage in income-generating activities without opposition from their husbands since the men were also trained on importance of working together as a team with their wives. The women in the region have also started building and upgrading their family homes³⁰.

4.7 Sustainability

The project has emphasized sustainability by implementing an exit strategy, fostering replication and scaling up of interventions by partners, and integrating achieved results into national institutions. These measures ensure the long-term impact and viability of the project's outcomes, contributing to sustainable development even after the project's closure.

The capacity of local institutions holds significant importance within this program, and the achieved results demonstrate the emphasis placed on capacity building, particularly for the sustainability of these institutions. It was a crucial objective of this project to prioritize such capacity building efforts, aiming to ensure long-term effectiveness. The project has therefore implemented a comprehensive exit strategy that ensures its long-term sustainability even after its closure. This strategy includes measures to include partner organizations and local communities in the project ownership and responsibilities. By actively involving these stakeholders throughout the project's duration, the project ensured a sustainable continuation of interventions. Government stakeholders consulted responded as follows to whether they believed that the PPDP interventions would be replicated, scaled or sustained beyond the funding phase.

'We are the County Government; we implement the programme. So, yes with or without funding we own this programme and will continue with it. May be not at the same scale';
County government staff

The interventions implemented by the project have demonstrated a high likelihood of being replicated or scaled up by partners after the project's closure. The project has established strong partnerships with local organizations, government agencies, and community groups. The establishment of well-skilled community advocacy champions, ensuring that there are individuals equipped with the necessary skills to promote sustainable practices and advocate for positive change within their communities. ForumCiv, in particular, has implemented measures to facilitate continuous learning at the community level, empowering individuals to actively contribute to sustainable development. These partnerships foster the transfer of knowledge, skills, and best practices, enabling partners to replicate successful interventions in similar contexts or scale up interventions to reach a broader population. KENGEN has for instance indicated that it is in place to stay, and given its national outlook, the possibility of scaling the PPDP approach and replicating it in other counties is likely. The challenge might be in ensuring all critical stakeholders to the PPDP (government and development actors) are also present in the new regions for all the critical success factors to be in place.

The project has prioritized the integration of achieved results into national institutions, ensuring sustainability beyond the project's lifespan. By actively engaging with relevant government departments and institutions, the project has facilitated the adoption of its successful strategies, policies, and practices into existing national frameworks. This integration ensures that the project's impact continues to be realized even after its conclusion, as national institutions take ownership of and sustain the achieved results. The engagement of Kenya Law has been instrumental in standardizing policy documents generated in the respective counties, ensuring high-quality and consistent standards.

³⁰ Nkisonkoi, M., (2023). "Education Empowered me to fight for women's rights in Kenya".

This collaboration has helped to strengthen policy frameworks and enhance their effectiveness in addressing pertinent issues. By establishing clear guidelines and standards, the project aims to promote sustainability and ensure that policies are well-defined and aligned with national standards.

There is a clear alignment with the national and county priorities, evident from discussions and reflections on respective County CIDPs and MTP. The level of government counterpart-ownership and leadership, as well as financial contribution to PPDP also indicates ownership, a measure of sustainability.

A Programme Sustainability Committee is now in place, comprising of two representatives from the two county governments (one each); KENGEN, Community representatives; the PPDP Champions and the Chief in Suswa. Others are ILO and the social partners (FKE and COTU). Respondents from the implementation team indicate that there have also been more reflections during Phase 1 on the how to secure sustainability right from the outset of Phase 2. These reflections (although not availed to the Evaluation Team) were reported to include articulation of exit plans in both counties that will ensure proper hand-over of the interventions before completion of Phase 2³¹. Notably, the current donor, Sida has also allowed ILO to approach other donors to support Phase 2, with the first of these reported to be the DANIDA.

Through Outcome 3 ForumCiv has built the capacities CBOs and strengthened community level structures, which is itself an avenue to secure sustainability. More specifically, organizations that participated during Phase 1 are being supported to form networks to continue with the advocacy issues and engagement platforms already initiated with the County Government, particularly in Nakuru. The Dialogue for Change Champions in Raplands have already been operating and self-mobilizing, without requiring ForumCiv's intervention.

County-initiated public participation forums have been introduced to engage county executives and assemblies regularly. These forums play a vital role during the public expenditure management cycles, specifically in the planning and budgeting processes. By involving key stakeholders in decision-making and resource allocation, these forums promote transparency, accountability, and community involvement in shaping local development priorities.

In terms of program replicability, efforts have been made to explore the connection between human rights and private sector operations. However, it remains unclear to the evaluation team the extent to which this objective has been achieved. There is a lack of evidence demonstrating whether private sector actors partnering with the project undergo scrutiny to ensure their adherence to human rights principles and environmentally sustainable business practices. This aspect requires further investigation to ensure that the private sector's involvement aligns with the project's sustainability goals.

There is now involvement of the academia to move the practice to theory through various processes such as publication of journal articles. Specifically, Strathmore University has recently been engaged by ForumCiv to help document results from the PPDP. In Nakuru County, the Multi-Agency Youth Forum was recently co-opted into the PPDP, as a measure to secure sustainability. It was not clear to the Evaluation Team how this will be operationalized but was reported to be an activity to be realized during Phase 2.

³¹ Source: KILS

Project Achievements Within the Cross-cutting Issues

Climate Change and the Environment

The project conducted an assessment on climate change and the environment in Suswa and RapLands at the onset of the implementation. The assessment resulted in the identification of opportunities for positive impact, risks and vulnerabilities arising from climate change and other issues. The project has also resulted in the inclusion of environmental conservation in the twelve action plans that were developed with the involved communities. The community members were trained on their rights where they were enlightened on elements of clean and safe environment and clean water³².

The project also carried out community sensitization elevating environmental conservation and adaptation and the communities have slowly embraced environmental conservation through measures such as tree planting and setting up structures to reduce conflicts over resources such as water and grazing land³³. Communities have also been trained on their rights which included aspects of clean and safe environment and clean water. Green jobs have been created with small businesses working with solar energy products. While there are no specifics on numbers, discussions with project beneficiaries indicate an upsurge in the uptake of solar energy gadgets (solar lights, phone chargers, radios etc.) in the communities. There are businesses (especially youth-owned) dealing in solar energy products used both in the businesses and the homes. The creation of green jobs through small businesses selling and repairing solar energy products is thus a commendable initiative. This not only reduces environmental impact but also generates income and employment opportunities for community members. Although this may not be directly attributed to the PPDP project, the increase in the adoption of solar energy gadgets and the emergence of youth-owned businesses in solar energy products can be seen as a positive outcome of the project's environmental consciousness efforts. The project likely played a role in raising awareness about environmental sustainability, which has led to these community-driven initiatives promoting green jobs and reducing environmental impact.

Contribution to Gender Equality Women's Empowerment (GEWE)

The project ensured that women and youth have been prioritized in the implementation of the project. The project ensured that women and youth are represented in leadership and decision-making processes and have equal rights to resources.

Many of the project's beneficiaries are women. Through the project, more than 150 adult learners were enrolled and graduated having acquired basic literacy skills and are now able to read and write. Out of this 55% are women³⁴. Through the project, women were mobilized into groups and were linked for enterprise development support, access to training and loans through ILO-implemented activities.

Throughout the duration of the project, there has been an increased acknowledgement of the status and leadership of women, with a greater appreciation for their roles both at the household and societal levels. This is demonstrated by the significant representation of women in elected leadership positions within the communities, as 40% of the currently serving elected leaders are women. Additionally, four

³² ILO Midterm Evaluation. (p.40)

³³ The Final Draft of the Endline Evaluation Report: Outcome 3- Improved Community Participation in Lobbying for Increased Access to and Duty Bearers Accountability in Providing Social Services. (p.13)

³⁴ The Final Draft of the Endline Evaluation Report: Outcome 3- Improved Community Participation in Lobbying for Increased Access to and Duty Bearers Accountability in Providing Social Services. (p.17)

women have been appointed to key leadership roles in the community, such as assistant chief and assistant commissioner.

Remarkable progress in promoting gender equality has therefore been achieved through the project's efforts. Women have been empowered by being informed about their rights and given the opportunity to participate in and hold leadership positions in community initiatives. Furthermore, the project's activities have facilitated the connection of over 108 women with financial providers like Equity Bank and Cooperative Bank, enabling them to enhance their small businesses. As well, there has been a 'perception change' in the community in terms of the community's attitude towards women. Women/girls participated in recruitment meetings which was perceived as a sign of change in the community. While gender equality is a priority, there remains a need to improve performance in reaching both men and women with the training programs and support. And although there is still work to be done, the project is well aligned with the limited opportunities for women and youth in the region.

Persons With Disability

The project's activities have also ensured that the rights of persons living with disability were addressed through ensuring they are included and have equal access to public services, skills training, internships and employment. The project's activities have made interventions that draw the attention of duty bearers that the rights of those living with disability are upheld, while ensuring that they are included and have equitable access to public service. Through involvement of DRIC to oversee disability-programming within PPDP, county government officials, private sector actors and VCTs are now disability-conscious in their activities increasing opportunities for students with disabilities in the courses. While there is still a lot that requires to be addressed to comprehensively address the needs of PWDs through the PPDP, the intervention in Phase 1 point to significant programme achievement with minimal resources and in a period of less than two years. This implies that with increased resources and a longer timeframe, more ground would have been covered, for example having more PWDs access registration and receive disability cards, and increased government spending on service delivery to PWDs.

Other cross-cutting Issues

One of the concerns that had been indicated was potential conflict between the communities due to the project. However, no conflicts had occurred due to the project and hence, thus conflict mitigation was not an issue that needed addressing. The project has however promoted life skills and job readiness through the adult literacy, basic rights awareness, entrepreneurship development and skills training activities that were part of the project. The project's vision encompasses work on workers' rights and social worker sensitization, aiming to promote awareness of labour rights and encourage responsible corporate behaviour among national companies.

The project therefore actively prioritized gender equality by involving women in all project activities and promoting their empowerment. It also addressed gender-based violence and emphasized gender mainstreaming through training project staff and key teams for effective gender consideration in project management.

Although SRHR was not part of the initial programme design, this had begun to negatively impact the PPDP implementation process if left unaddressed. As a result, advocacy at community level led to flexibilities that allowed post-partum resumption of studies at the VTCs for female learners affected by earlier pregnancies. In the case of Narok County, it led to the generation of the Narok County Policy on Female Genital Mutilation (FGM), which was enacted by the County Executive Committee.

The project employed a tripartite approach involving the International Labour Organization (ILO), private sector partners, and trade unions to ensure inclusivity and dialogue. Successful partnership arrangements with political leaders, county governments, private sector partners, and trade unions contributed to the project's achievements.

The project aimed to improve workers' rights and labour conditions in local communities by focusing on among others, the geothermal sector, a renewable energy source aligned with environmental sustainability goals. Community engagement and adoption of conservation measures were facilitated through climate change assessments conducted during the project.

5. Conclusions

1. A major achievement of the ILO and ForumCiv within the 2018 – 2023 implementation period in promoting inclusive growth and decent jobs, was in setting up the processes and designing the now proven PPDP approach, through mobilizing national government partners, social partners, community members, local governance and private sector actors towards a shared goal. Reviewing the vocational training curriculum, revamping the role of VTCs and quality of teaching, and charting pathways for trainees to gain internship and eventually jobs, were major achievements. These by themselves are however not enough without completing the loop, where new trainees are then helped to set up own job ventures.
2. Personalized guidance, coaching, and knowledge transfer play a crucial role in supporting business growth and development. It is essential to implement a range of support mechanisms (including incubation services) that cater to the diverse needs of entrepreneurs, thereby enhancing their chances of success in the marketplace. Furthermore, there is a recognized need for additional support and interventions to overcome barriers in accessing finance. This can be addressed through targeted financial literacy programs, simplified loan procedures, or alternative financing options, in order to facilitate greater access to financial resources for entrepreneurs.
3. Community mobilization activities through the sub-grants that enabled CBOs to engage in public dialogues on governance issues such as public participation in public expenditure management, sexual and gender-based violence, WASH and health access, and disability programming; were an effective trigger for civic engagement. Subsequently, the dialogue for change platforms if further strengthened during Phase 2 are likely to outlast the PPDP funding and implementation phase, if the budgets and implementation periods can be expanded.
4. Through community mobilization activities and the RWF approach; and through deliberate targeting of male and female beneficiaries for vocational training and entrepreneurship development, the six cross-cutting concerns have to some extent been built into the PPDP. Gender equality and women's empowerment was a constant theme in the PPDP. Some of the recommendations from the PPDP Gender Analysis Report have been taken on board the implementation process. Results such as the flexibilities that allow post-childbirth resumption and completion of vocational training for girls affected by early pregnancies, adult literacy classes, initiatives to address SGBV and maternal and child health, and improvements in the VTCs to make the infrastructure gender friendly are all evident from the evaluation. However, gender integration was mainly aimed at inclusion and not interventions that can lead to more transformative outcomes. For more a more gender transformative, outcome, there is need for a system-wide engagement, that addresses the policy environment, access to financing, gender labour burden,

value chain development and market access for female entrepreneurs, and a longer-term engagement at community level through women's organizations.

5. The partnership arrangements in the project have played a significant role in managing program delivery costs, even though the project received fewer funds than expected from certain private and public sector partners. Despite this, the project has maintained ongoing communication with partners, actively encouraging them to fulfil their commitments and increase their contributions, especially from County Governments and select private companies.
6. The impact of the PPDP on beneficiaries, both women and men, has been positive and noteworthy. Participants have gained new knowledge, skills, capacities, and access to job opportunities. Moreover, women have been able to assume leadership roles with the support of men, showcasing the project's positive influence on gender dynamics and empowerment.
7. A major milestone in the development of the PPDP is the creation of a sustainability plan and the establishment of a sustainability committee, endorsed by all involved parties. This plan outlines how project activities will continue after the project's closure and how the valuable lessons learned during implementation will guide future scaling up efforts. By focusing on sustainability, the project ensured its long-term impact and continuous development even beyond the project's lifespan.
8. Limited integration of environmental sustainability and climate resilience: The project has some room for improvement in prioritizing and enhancing the integration of environmental sustainability and climate resilience into its activities. While efforts were made, there is potential to further strengthen measures to mitigate environmental impact, promote sustainability, and enhance climate change resilience within the project.
9. Limited involvement of governors and county assemblies: The project failed to achieve strong engagement and collaboration with governors and county assemblies. There is a lack of active involvement of these key stakeholders in decision-making processes, limited seeking of their input and support, and insufficient participation in project activities.
10. Inadequate composition of the PSC and PAC: The composition of the Project Steering Committee (PSC) and Project Advisory Committee (PAC) suggests a lack of clear understanding of mandates and roles for by some members of the committees, insufficient stakeholder mapping and analysis to identify strategic partners, which would have addressed existing gaps or shortcomings in their current composition.

6. Lessons Learnt

1. The inclusion of public and private sector stakeholders in the PPDP project led to diverse perspectives, expertise, and resources, enabling comprehensive problem-solving and innovative decision-making. This inclusivity ensured consideration of varied interests and needs, resulting in inclusive and sustainable solutions. This diverse mix of participants enriched the problem-solving process by offering a wide range of perspectives and insights. Public sector stakeholders, such as government officials and policymakers, provided valuable knowledge of regulations, policies, and governance structures. On the other hand, private sector stakeholders, including businesses and industry experts, contributed their practical experience, innovative approaches, and resources. This approach helped in designing solutions that were more equitable and responsive to the requirements of different beneficiaries.

2. Demonstrating early benefits and impacts of the partnership inspires commitment and motivation among stakeholders, fostering continued engagement. By highlighting the tangible benefits that emerged from the collaboration, stakeholders were able to see the value of their participation and contributions. This, in turn, inspired a sense of commitment and dedication to the project. The demonstration of early benefits serves as a powerful incentive for stakeholders to remain engaged and actively contribute to the project's progress.
3. Building trusted relationships and engaging in dialogue promoted changes in mindset and practice in the PPDP. By fostering these relationships and facilitating dialogue, the project team was able to challenge existing mindsets and practices effectively. It created opportunities for stakeholders to question traditional approaches, embrace innovation, and consider new ways of addressing challenges.
4. The demand-driven approach as seen in the PPDP ensured local relevance and sustainability by aligning programming with the needs and interests of beneficiaries. The demand-driven approach adopted in the PPDP project prioritized the needs and interests of beneficiaries, ensuring that programming was locally relevant and sustainable. This participatory approach empowered communities, allowing them to take ownership of the project and become active participants rather than passive recipients.
5. The limited involvement of governors and county assemblies in the project's activities highlights the importance of strong engagement with key stakeholders for successful implementation. Active participation and collaboration with these local governance bodies are essential for effective decision-making, support, and alignment with project goals. This non-achievement underscores the need for a proactive approach in seeking their input and involvement to ensure that projects are better integrated into local governance structures, fostering greater impact and sustainability.

8. Good Practice

1. The PPDP project by design employed a participatory approach, engaging all stakeholders and innovatively addressing skills development, micro-enterprise development, and access to public services through rights advocacy. Regular partner meetings facilitated fruitful discussions on supporting youth and women. By including a diverse range of stakeholders, the PPDP project was able to address the specific needs and aspirations of the target population, particularly in terms of skills development, micro-enterprise development, and access to public services through rights advocacy. The project team actively sought the input and feedback of stakeholders, enabling them to contribute their perspectives and expertise. The regular interactions fostered a sense of collective responsibility and ownership, ensuring that stakeholders remained engaged and committed to the project's goals. The diverse perspectives and insights brought forth during these discussions helped identify creative solutions, enabling the project to address challenges more effectively. Involving stakeholders from different sectors and backgrounds allowed the project team to tap into a wealth of knowledge and experience, leading to more comprehensive and sustainable interventions.

- The management team prioritized partners and stakeholders taking ownership of project activities. This strategy helped to sustain the project components undertaken by government agencies. The management team of the PPDP project specifically prioritized partners and stakeholders taking ownership of project activities. This strategy was instrumental in sustaining the project components undertaken by government agencies. By empowering and involving these agencies in the planning, implementation, and monitoring of activities, the project team ensured their continued commitment and engagement even after the project's completion.
- The PPDP project prioritized integration among stakeholders and sectors within the counties as a good practice. This integration allowed for a more comprehensive approach to addressing the development challenges faced by the counties. The pooling of expertise, resources, and networks from various stakeholders enabled a more coordinated and coherent implementation of project activities. The integration of stakeholders and sectors not only strengthened the impact of the project but also created a solid foundation for future collaborations and sustainable development efforts within the counties.

9. Recommendations

- To safely ground the achievements in Phase 1, an initiative seeking to **support business incubation that will include VTC graduates**, replete with refresher skills-building, value chain development, business financing and starter kits, will complete the loop of support started in Phase 1. This could be done by bringing on board additional private actors, such as financing institutions. The earlier engagements with KCB in Nakuru County and other MFIs, should continue in Phase 2. In Outcome 2 interventions, such as bead and related beauty artifacts, ecotourism and other entrepreneurship interventions, for full benefits to be realized, PPDP should consider full value chain development, with interventions at production, value addition and marketing levels.

Responsible	Priority	Time Implication	Resource implication
ILO and county governments	Medium - High	Immediately, in a new phase.	Medium - high

- Gender transformative programming requires **significant community mobilization and advocacy at local level, direct engagement with male and female community members**, addressing multiple facets of gendered vulnerabilities, and the involvement of grassroots women's groups, CBOs and networks. Gender transformative programming will also lay the groundwork for realization of the other five crosscutting themes, such as environmental preservation, HIV/AIDs awareness, conflict mitigation, life skills and job readiness and disability. This is because these themes call for sensitization and awareness creation at community level for behavior change.

Responsible	Priority	Time Implication	Resource implication
ForumCiv, partner CBOs and ILO	High	The first 3 months of implementation of a new phase	medium

- Industry expert-led career talks**, replete with role models could also have helped students to learn, gain exposure to new thinking and cultivate the right attitude for the industry.

Responsible	Priority	Time Implication	Resource implication
-------------	----------	------------------	----------------------

ILO	High	Throughout the implementation of a new phase	Medium
-----	------	--	--------

4. **Integrate environmental sustainability and climate resilience considerations into future project design and planning phases.** This may involve setting specific targets and objectives related to reducing environmental impacts, enhancing ecosystem services, promoting renewable energy, or adopting climate-friendly practices. An innovative approach should be considered that bundles climate change adaptation and mitigation measures, such as adoption of clean energy, clean cooking, green jobs, climate smart farming and livestock management, among others. Consideration for introduction of biogas technologies, and inclusion of solar energy technicians' courses in VTCs are a good place to start. This is besides building on new, emerging job opportunities deriving from the green transition/greening of the economy.

Responsible	Priority	Time Implication	Resource implication
TVETA, NITA, VTCs, ILO & ForumCiv	High	The first 3 months of implementation	Medium

5. Ensure that **the voices and perspectives of grassroots communities are actively included and represented in project discussions and decision-making processes.** Create opportunities for them to directly contribute and share their needs, experiences, and aspirations. This inclusive approach will provide a more realistic understanding of their requirements and enable targeted solutions.

Responsible	Priority	Time Implication	Resource implication
All PPDP Partners	Medium	Throughout the implementation of a new phase	Medium

6. Consider **bundling human rights and business approaches**, given that Kenya is a signatory to the United Nations Guiding Principles on Human Rights and Business, and has adopted a National Action Plan on Business and Human Rights. Most of the EU and other donors are now enforcing the private companies to require human rights due diligence in their value chains. This was not given attention during phase 1 of PPDP, and should now gain root during phase 2, as a good private sector practice.

Responsible	Priority	Time Implication	Resource implication
ILO & ForumCiv	Medium	Throughout the implementation of a new phase	Medium

7. There is need to **involve the top echelons of the county governments including the governors and county assemblies.** Stakeholders consulted during the evaluation indicated that the county secretary's office would serve better as the focal point at county level, than the present arrangement. This should be explored further during the design of Phase 2. County Assemblies play the critical role in the county planning and budgeting approval processes; and thus, where there is buy-in into the PPDP interventions from them, this will ease release of counties' counterpart funding. The dialogue platforms initiated through Outcome 3, where duty bearers and right holders

meet were reported to have significantly contributed to enhanced service delivery in Raplands and Suswa.

Responsible	Priority	Time Implication	Resource implication
ILO & ForumCiv	High	Throughout the implementation	Medium

8. **Review the composition of the PSC and PAC**, addressing stakeholders' concerns and ensuring distinct mandates, stakeholder mapping, and analysis to identify strategic partners for Phase 2 inclusion.

Responsible	Priority	Time Implication	Resource implication
All PPDP partners	High	The first 3 months of implementation	Medium

9. **Identify and address the specific needs and barriers faced by PWDs**, and advocate for their inclusion in decision-making processes, school management, and health facility boards, extending these practices to all project locations. This will help strengthen disability mainstreaming efforts and ensure meaningful participation and representation of PWDs in various aspects of the project.

Responsible	Priority	Time Implication	Resource implication
All PPDP partners	High	The first 3 months of implementation	Medium

10. **Strengthen the project's focus on Sexual and Reproductive Health (SRH) and Sexual and Gender-Based Violence (SGBV)** by expanding community-level advocacy and sensitization efforts. Collaborate closely with organizations like Dandelion Africa to support access to SRH services, gender equality, and women's empowerment. Additionally, continue engaging male anti-GBV champions and community health volunteers to drive behavior change and promote awareness of SRH and SGBV issues, emphasizing the importance of men's involvement in prenatal and antenatal care.

Responsible	Priority	Time Implication	Resource implication
ILO & partners	High	The first 3 months of implementation	Medium

10. Annex

Annex 1. Terms of Reference

Terms of Reference

Final Independent Evaluation of the Project
“Inclusive Growth through Decent Work in the Great Rift Valley”
Public Private Development Partnership (PPDP)

Key facts

Title of project being evaluated	The Inclusive Growth through Decent Work in the Great Rift Valley Project, Public Private Development Partnership (PPDP)
Project DC Code	KEN/17/01/SWE
Project start and end dates	May 2018- April 2023
Budget	USD\$ 7,760,414 (Sida contribution: USD 4,870,000 Partners contribution USD 2,890,414)
Donor	Swedish International Development Cooperation Agency (Sida)
Administrative Unit in the ILO responsible for administrating the project	ILO Country Office for Kenya in Dar es Salaam
Technical Unit(s) in the ILO responsible for backstopping the project	Decent Work Team-Pretoria
P&B outcome (s) under evaluation	1. “More and better jobs for inclusive growth and improved youth employment prospects”, 4. “Promoting sustainable enterprises”, 5. “Decent work in the rural economy”
SDG(s) under evaluation	SDG 4: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all” and SDG 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”.
Type of evaluation	Independent
Timing of evaluation	Final evaluation
Date of the evaluation	February-April 2023
Evaluation manager	Elmira Bakhshinyan

Background information

The 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 International Labour Organization (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 (including promotion 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 2016, the Swedish Embassy in Nairobi suggested that the International Labour Organization would develop and manage a Public Private Development Partnership (PPDP) between private sector actors in the Great Rift Valley, and county and national authorities to boost decent job creation through skills development, business development and community engagement among vulnerable target groups in the vicinity of the geothermal extraction operations.

Description of the Project

The Project is implemented by ILO and ForumCiv and is funded by the Swedish International Development Cooperation Agency (Sida), a government agency working on behalf of the Swedish Government. The ILO's cooperation with Sida follows the PPDP model, which 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 immediate objectives of the PPDP are to create decent jobs from better skills by vocational training centers, develop new and improve on growing businesses resulting from new relevant skills, business development services and access to finance, promoting the rights of workers in the local communities and increase capacity of communities to lobby for increased access to public and social services e.g., water, education, health, sanitation³⁵.

The Project has a total budget of USD 7,760,414. The financial contribution from Sida, the donor agency, is USD 4,870,000 - while contributions from Partners in the Project is USD 2,890,414. 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 2022³⁶. The Project has been extended with another 6 months and will end in April 2023.

³⁵ ILO. (2017). *"The Inclusive Growth through Decent Work in the Great Rift Valley" Project Document*

³⁶ ILO. (2021). *Mid-term evaluation of the project "The Inclusive Growth through Decent Work in the Great Rift Valley: a Public Private Development Partnership (PPDP)"*

Project rationale and strategy

The overall strategy of the Project was to implement the project through a PPDP together with various government institutions and private sector organizations. The PPDP provides an opportunity to not only develop skills that 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 are 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.

Thus, the development objective or long-term impact of the PPDP 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 project pursues the following 4 main outcomes:

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: Improved community participation in lobbying for increased access to public and social services and duty bearer’s accountability in providing social services.

Outcome 4: Strengthened Project Management and Coordination.³⁷

For the implementation of Outcome 3, ILO works in partnership with Forum Syd³⁸, which is a Swedish NGO with experience working with communities in and around Naivasha.

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

Environmental preservation and creation of green jobs.

Gender equality, which is an issue to address with tact in the traditional society.

HIV and AIDS awareness.

Conflict mitigation.

Life skills and job readiness; and

Disability.

Stakeholders and target groups/beneficiaries

³⁷ ILO. (2021). “*The Inclusive Growth through Decent Work in the Great Rift Valley*” Project. Annual Progress Report for the Period of 16th March 2021 to 15th March 2022

³⁸ In 2020 Forum Syd was renamed as Forum Civ to reflect its role as platform for civil society.

The ultimate beneficiaries are youth, women and vulnerable community members in the affected communities.

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 3rd Generation DWCP for Kenya (2021-2024) was developed in 2021. The project contributes to the objectives of the DWCP through the direct support provided to the constituents and to the DWCP Priority 2 on Sustainable economic growth, which is linked to the UNDAF Strategic priority 3. In particular, the Project responds to Outcome 2.2 – Marginalized vulnerable groups and regions in Kenya have increased access to decent jobs, income and entrepreneurship opportunities – linked to the UNDAF Outcome 3.2³⁹.

The Project is aligned to ILO P&B 2020-21 and ILO P&B 2022-23 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 market⁴⁰.

Regarding SDGs the project is contributing to SDG 4 to “Ensure inclusive and equitable quality education and promote lifelong 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 main governance structures, namely:

The Partnership Advisory Committee (PAC), which provides technical guidance to the project and reviews and advises 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.

In addition, there is also a Skills Technical Working Group Committee and Sub-Committee specifically to support the skills development component.

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.

There are, in total, eleven staff members including the NPC. 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 ILO staff are: NPC; National Programme Officer-Skills Development; a National Programme Officer-Enterprise; Finance and Administration Assistant; and Senior Driver.

³⁹ Republic of Kenya Ministry of Labour. (2021). *3rd Generation Decent Work Country Programme: 2021-2024*

⁴⁰ ILO (2020) *Programme and budget for the biennium 2020–21*, ILO (2022) *Programme and budget for the biennium 2022–23*

Technical backstopping is provided by the Employment Specialist (ILO Country Office Dar es Salaam) and the Decent Work Support Team, particularly the Skills Development and Enterprise Development Specialists (DWT- Pretoria).

Major results by September 2022 as reported by the project are the following:

Outcome 1:

Six demand driven courses were developed, five were implemented as draft learning guides and assessment tools were developed. These courses are in electrical installation, welding, plumbing, food and beverage production and fashion design. The sixth course, leather and production, was reviewed awaiting implementation.

1,127, graduates from participating VTCs pursuing demand driven courses in electrical installation, plumbing, welding, food and beverage production, fashion design technology and motor vehicles were assessed and certified.

Four VTCs have been equipped with new tools and equipment. These infrastructure developments, tools, equipment and instructional materials were used for practical training of the trainees who have acquired various demand driven courses.

57 VTCs trainers have completed Training of Trainers (ToTs) courses and received certification.

289 industry experts provided mentorship to trainees on the job in industry or in the partner vocational training centres.

28 companies have entered into partnership agreements to provide attachment and internships opportunities for youth and women, allowing 692 trainees to obtain pre-employment training, equipping them with relevant employability skills.

Four vocational training centers have developed Strategic Plans to enhance performance of the VCTs, i.e., revenue generation for self-sustainability, increased recruitment.

Outcome 2:

893 women and youth trained in business development and 250 women and youth linked to financial services providers and other business development services such as market opportunities.

527 sustainable enterprises have started since the entrepreneurship training and linkages to business development services.

Total of 608 jobs have been created since the inception of the PPDP project coming from existing and new businesses.

Outcome 3:

1287 community members have been equipped with skills for lobbying and advocating for their rights.

64 Community Action Plans developed.

43 proposals presented to duty bearers for action.

Four dialogue platforms and 14 decision-making spaces created.

60% of awareness by the community on government decision-making spaces.

32 community projects implemented.

54 community members who are knowledgeable about the social auditing process.

Four social audit initiatives undertaken by the community.

Through partnerships the project has mobilized USD 3,697,037.63 against the expected USD 2,890,414. In-kind and Financial Contributions have been made through 23 commitments.

Purpose, objectives, and scope of the evaluation

Evaluation background

The ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures, the Project should have a final independent evaluation. In addition, the Project have had an independent mid-term evaluation, which was conducted in February-May 2021⁴¹. 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.

This evaluation will follow the ILO policy guidelines for results-based evaluations⁴² and the ILO Policy Guidelines Checklists, particularly the Checklist 4.2: "Preparing the evaluation report"⁴³, the Checklist 4.8: "Writing the inception report"⁴⁴ and the Checklist 4.4 "Preparing the evaluation report summary"⁴⁵.

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.

⁴¹ ILO. (2021). *Mid-term evaluation of the project "The Inclusive Growth through Decent Work in the Great Rift Valley: a Public Private Development Partnership (PPDP)"*

⁴² ILO. (2020). *ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf

⁴³ ILO. (2021). *Checklist 4.2: Preparing the evaluation report.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf

⁴⁴ ILO. (2021). *Checklist 4.8: Writing the inception report.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf

⁴⁵ ILO. (2021). *Checklist 4.4 Preparing the evaluation report summary.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746811.pdf

Purpose and objectives of the Final independent evaluation

The final independent evaluation will provide an objective assessment of the accomplishment of project activities in terms of coherence and relevance, efficiency, effectiveness, impact and sustainability. The specific objectives of the evaluation are the following:

Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and SDGs and national development frameworks:

Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen:

Assess the extent to which the project partnership arrangements (Public Private Development Partnerships) contributed to the achievement of the stated objective and expected results:

Identify unexpected positive and negative results of the project:

Assess the extent to which the project outcomes will be sustainable:

Assess to what extent the project addressed the mid-term evaluation recommendations:

Identify lessons learned and good practices to inform the key stakeholders (i.e., the tripartite constituents, national stakeholders, the donor and ILO) for future similar interventions:

Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes.

Scope of the evaluation

The final evaluation will cover the entire period of the project implementation: from 10 May 2018 to 31 April 2023. 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 geographical analysis of the assessment should cover the Southern region of the Rift Valley, i.e., Narok and Nakuru counties. The evaluation should consider all the documents linked to the project. This includes the project document, periodic reports, results of mid-term evaluation and implementation of its recommendations as well as documents produced as outputs of the project (e.g., knowledge products, policy strategies).

Six crosscutting themes will be assessed: 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.

Clients of the evaluation

The intended primary users of the evaluation are the Nakuru and Narok County Governments, Ministries of the Government of Kenya, Federation of Kenya Employers, Central Organisation for Trade Union, Technical Vocational Education Training Authority, National Industrial Training Authority, ForumCiv, the private sector partners, ILO, Sida, Embassy of Sweden, among others.

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's interventions such as: key government institutions, civil society

organizations, other donors, UN agencies, international organizations that work in relevant fields, and relevant units within the ILO.

Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

Review criteria

The evaluation will be based on the following evaluation criteria: relevance and strategic fit, coherence, validity of intervention design, effectiveness, efficiency, impact orientation and sustainability. Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

The six following crosscutting themes should be integrated in the evaluation questions as necessary during the inception phase. These themes, as already mentioned above, will be assessed: 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 following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. Other aspects can be added as identified by the evaluator(s) in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

Key Evaluation Questions

Relevance and strategic fit

To what extent are project objectives and interventions relevant to the needs and priorities of government (Government objectives, National Development Frameworks), project beneficiaries, and other local stakeholders?

How have the project adapted to changing context in order to maintain relevance?

Coherence

How did the project contribute to the relevant ILO Programme & Budget Outcomes, CPOs, as well as the UNSDCF, DWCP and SDGs?

To what extent did the project strategies, within their overall scope, remain flexible and responsive to emerging concerns with regards to gender equality and non-discrimination and inclusion of people with disabilities?

Validity of intervention design

Does the project have realistic, logical, and coherent designs with clearly defined outcomes, outputs and indicators? Is the theory of change still valid?

To what extent has the project design allowed leverage of the ILO contributions, through its comparative advantages (including tripartism, international labour standards, life skills, etc.)?

Effectiveness:

To what extent have the project objectives been achieved? What were the main internal and external factors that influenced the achievement or non-achievement of the results?

Have unexpected positive and negative results taken place?

To what extent has the Covid-19 pandemic influenced the project results and effectiveness? How effective was the project's approach to address this influence?

To what extent did the project partnership arrangements (Public Private Development Partnerships) contribute to the achievement of the stated objective and expected results?

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? Was there a clear understanding of roles and responsibilities by all parties involved?

To what extent has the project been effective in addressing the six cross-cutting issues integrated into the project implementation?

Has the project addressed all the mid-term evaluation recommendations? If not why?

Efficiency

Are the resources (financial, human, etc.) made available to the project used strategically to achieve the project outputs and outcomes?

How successfully has the project been able to solicit partnerships in supporting the project implementation and the beneficiaries?

Has the project developed an M&E strategy that enhances accountability, learning, contributes to the knowledge base and feeds into management?

To what extent did the project leverage resource (financial, partnerships, expertise) to promote gender equality and non-discrimination, and inclusion of people with disabilities?

Impact orientation

To what extent did the project contribute to the poverty reduction and improvement of the living conditions of the ultimate project beneficiaries?

To what extent did the project results contribute to the identified SDGs and relevant targets?

To what extent did the project improve access of the ultimate project beneficiaries to right-based services and improved policies and practices at national and county levels?

Sustainability

To what extent are the projects' outcomes sustainable? How has the exit strategy of the project contributed to ensuring the sustainability?

What is the likelihood that interventions could be replicated or scaled up by the partners after the projects closure?

Are the achieved results integrated or likely to be integrated into national institutions, and will the partners be able to sustain them beyond the project (institutionalisation of project components)?

Methodology

The independent final 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 and criteria.

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 Protocol for decentralized evaluations⁴⁶.

The specific elaboration of the evaluation method will be defined in consultation between the evaluation team and the evaluation manager and will be described in detail in the inception report to be submitted by the evaluation team.

The evaluation will apply a mixed methods approach, including triangulation to increase the validity and rigor of the evaluation findings. It should also be able to capture the intervention's contributions to the achievement of expected and unexpected outcomes. In addition, the methodology should include examining the intervention's Theory of Change with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connection between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

Data and information should be collected, presented and analysed with appropriate gender disaggregation, even if project design did not take gender into account⁴⁷. In addition, to the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to diversity and non-discrimination, including disability issues.

Various types of information will be collected and triangulated during the evaluation, using the following methods:

Document Review: The evaluator will review all relevant documents, including (but not limited to) the documents outlined in Annex 1. The document review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions, which should be reflected in the inception report.

In-depth interviews with project implementors: The evaluator will conduct interviews with the project staff. The evaluator will also conduct interviews with those that the project has worked with, including staff at the ILO in headquarters and backstopping units, the donor, as well as the implementing partner.

In-depth interviews with tripartite constituents and key stakeholders: The evaluator will conduct interviews with the national key partners of the project on the national and county level. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the evaluation manager and evaluator(s).

⁴⁶ ILO. (2021). *Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through decentralized evaluation*, Available at:

<https://intranet.ilo.org/collaborate/evalksp/PublishingImages/Pages/default/Protocol%20for%20decentralized%20evaluations%20-%20Draft%20-%20Operating%20procedures%20-%20No.2.pdf>

⁴⁷ ILO. (2021). *Guidance Note 3.1: Integrating gender equality in monitoring and evaluation*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

Focus group discussions with beneficiaries and community members: The evaluator will meet with number of project beneficiaries and community member of the Narok and Nakuru counties and organize focus group discussions with them. This will allow to get an understanding of the issues that might positively or negatively affected the Project implementation. The project will provide technical, logistical and administrative support in the organization of the interviews and focus group discussions.

Survey: An anonymous online survey will be conducted with the ultimate beneficiaries to respond to the evaluation questions related to the impact orientation. The survey questions will be developed, disseminated and analysed by the consultant/team.

The evaluation will be conducted through the following five key steps:

Inception: The evaluator will have three briefing meetings: 1) a methodological one with the evaluation manager; 2) a meeting with the project to understand the project and address logistical issues of the data collection phase; and 3) a meeting with the donor to understand and manage its expectations regarding the evaluation. The first deliverable of the consultant/team is an inception report, which details the selected approach and methodology, including the workplan and the limitations of the chosen evaluation methods. The evaluator(s) may adapt the methodology spelled out in this ToR, but any fundamental changes should be agreed between the evaluation manager and the evaluator(s) and reflected in the inception report.

Data collection: After approval of the inception report and the interview schedule, the data collection phase takes place, and the evaluator(s) conducts interviews, focus groups, field observations, etc. and analyses the findings.

Stakeholders' workshop: Following the conclusion of the data collection phase the evaluator(s) will present preliminary findings to the project stakeholders. This is an opportunity to present the preliminary findings, invite the participants to provide feedback and fill in any data gaps.

Draft and final reports: A draft report will be prepared by the evaluator(s). 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 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.

Public webinar: A webinar with relevant and interested stakeholders will be held, where the evaluator(s) will present the results and findings of the final evaluation.

Main deliverables

The main outputs to be delivered by the evaluator(s) are:

Inception report: The inception report should be developed upon the review of available documents and initial interviews with the project implementers. It should be not more than 20 pages excluding the annexes and follow the EVAL Guidelines – Checklist 4.8: “Writing the inception report”⁴⁸. The evaluation’s data collection stage begins only after the approval of the Inception report by the ILO.

Presentation of preliminary findings: The presentation of the preliminary findings will be shared with the key stakeholders (including members of the Partnership Advisory Committee and the Partnership

⁴⁸ ILO. (2021). *Checklist 4.8: Writing the inception report*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf

Steering Committee) after data collection is completed. This is an in-person workshop in Nairobi and/or the project area Kenya (to be defined at the Inception phase). 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.

First draft of the evaluation report: The draft report will have to be written in English, following the EVAL Guidelines – Checklist 4.2: “Preparing the evaluation report”⁴⁹ and the Checklist 4.3: “Filling in the evaluation title page”⁵⁰ using the ILO Evaluation title page template⁵¹. The report will follow the structure presented below. It should answer the questions related to the evaluation criteria and include lessons learned, good practices and recommendations for the key stakeholders. The quality of the draft report will be assessed by the Evaluation manager following the EVAL Guidelines – Checklist “Rating the quality of an evaluation report”⁵².

The final evaluation report: The report will be about 30-40 pages maximum (excluding annexes and executive summary) and address written comments received through the evaluation manager. Any identified lessons learned, and good practices will also need to be inserted in standard annex templates (one Lesson Learnt⁵³ and one Good Practice⁵⁴ per template to be annexed in the report) as per EVAL guidelines.

The Evaluation report structure (draft and final versions) is the following

Cover page with key project and evaluation data

Executive Summary

Acronyms and abbreviations

Context and description of the project including reported key reported results

Purpose, scope and clients of evaluation

Methodology and limitations

Findings (this section’s content should be organized around the evaluation criteria and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.

⁴⁹ ILO. (2021). *Checklist 4.2: Preparing the evaluation report*. Available at:

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf

⁵⁰ ILO. (2021). *Checklist 4.3: Filling in the evaluation title page*. Available at

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746810.pdf

⁵¹ ILO. (2021). *Template 4.4: Evaluation title page*. Available at

<https://intranet.ilo.org/collaborate/evalksp/Pages/default.aspx>

⁵² ILO. (2021). *Checklist 4.9: Rating the quality of an evaluation report*. Available at

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746818.pdf

⁵³ ILO. (2021). *Template 4.1: Lessons learned*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746820.pdf

⁵⁴ ILO. (2021). *Template 4.2: Emerging good practices*. Available at:

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746821.pdf

Conclusions

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).

Lessons learned and good practices

Annexes:

- TOR
- Evaluation matrix
- List of persons consulted
- Schedule of work (briefings, data collection, interviews, field visits, workshop/s)
- Documents consulted
- Data collection tools
- Lessons learned
- Emerging good practices
- Others

Executive Summary: The evaluator (Team Leader) will produce an Executive Summary in accordance with the EVAL Guidelines – Checklist 4.4: “Preparing the evaluation report Summary”⁵⁵ using the ILO Evaluation summary template⁵⁶.

Presentation of final findings: The presentation with the final findings will be shared with the main stakeholders before the public webinar. This will be a virtual presentation facilitated by the evaluation manager.

Management arrangements and work plan (including timeframe)

The evaluation will be managed by Elmira Bakhshinyan (bakhshinyan@ilo.org), ILO officer in process of certification by EVAL as evaluation manager, who has no prior involvement in the project and Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa, will oversee the process.

The evaluation will be conducted by an evaluation team of two consultants, an international consultant, team leader, and a national consultant. The evaluation team leader will be responsible for the main deliverables indicated in the previous section. The project management team will provide logistical support to the evaluator(s) and will ensure access to data.

The evaluation will be undertaken over three months, February- April. The specific tasks of the evaluation with responsible parties and timeframes are presented below.

⁵⁵ ILO. (2021). *Checklist 4.4: Preparing the evaluation report Summary*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746811.pdf

⁵⁶ ILO. (2021). *Template 4.3: Evaluation summary*. Available at <https://intranet.ilo.org/collaborate/evalksp/Pages/default.aspx>

Output	Responsible	Number of workdays		Tentative Timeframe
		International Consultant	National Consultant	
Inception				
Initial briefing with the consultant	Evaluation Manager	0.5		February 6
Review documents and draft inception report (IR)	International Consultant	3.5	3	February 6-9
Review and approve the quality of the IR	Evaluation Manager			February 10
Revise draft IR based on feedback received	International Consultant	1		February 13
Review and approve the IR	REO			February 14-16
Data collection				
Conduct in-depth interviews, focus group discussions, survey	International Consultant	11	11	February 20 March 4
Stakeholders' workshop				
Present preliminary findings to the project team and key stakeholders	International Consultant	1	1	March 6
Draft and final reports				
Draft evaluation report	International Consultant	6	2	March 8-15
Review the quality of the evaluation report	Evaluation Manager			March 16-17
Share the draft evaluation report with stakeholders for feedback	Evaluation Manager			March 20-31
Review comments and produce the final version of the evaluation report including evaluation report executive summary	International Consultant	1	1	April 3-4
Approve the final evaluation report	EVAL			April 5-14
Public webinar and dissemination				
Present the results and findings of the final evaluation during the public webinar	International Consultant	1		April 17
Publicise the evaluation report	EVAL			April

Recommendations follow up/Management response	EVAL/Country Office			April/May
Total workdays		25	18	

Legal and ethical matters

All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.

The consultants are required to sign the Code of Conduct Agreement⁵⁷ together with the contract document.

The evaluator(s) should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation

Profile of the evaluation team

Evaluation team leader qualifications

Master’s Degree in social sciences, economics, development studies, evaluation, or related fields, with demonstrated research experience.

A minimum of 7 years’ experience in leading international institutions projects evaluations, especially with theory of change-based approach and integrating gender analysis, regarding projects with policy and capacity building components.

In-depth knowledge of the local economic development (including enterprise development) and national social development policies in Kenya or the East Africa region is desirable.

Human Rights Based Approach programming and Results Based Management is desirable.

Knowledge of ILO’s roles and mandate and its tripartite structure as well as UN policies is desirable.

Extensive knowledge of, and experience in applying qualitative and quantitative research methods with national and local stakeholders.

Excellent analytical and communication skills.

Demonstrated excellent report writing and oral skills in English.

Demonstrated ability to work in a team and deliver quality results within strict deadlines.

Oral and reading skills in Kiswahili will be an asset.

⁵⁷ ILO. (2018). *ILO Code of Conduct: Agreement for Evaluators*. Available at https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_649148.pdf

Team member (national consultant) qualifications

University degree in social sciences, economics, development studies, evaluation or related fields, with demonstrated research experience.

A minimum of 5 years of professional experience in conducting projects and programme evaluations or related social research as team member (i.e., data collection and analysis, work in the area of rural employment will be an added advantage).

Proven experience with logical framework, theory of change and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), data analysis and report writing.

Fluency in written and spoken English and good knowledge of Swahili required.

Knowledge and experience of the ILO in particular and UN System an advantage.

Understanding of the development context of the project region and the national level of Kenya.

Excellent communication and interview skills.

Demonstrated ability to deliver quality results within strict deadlines and working in a team.

Based in Kenya.

Resources

Estimated resource requirements at this point:

The evaluators' honorarium will be for 25 days for the team leader and 18 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 and webinar presentation

Annex 1: Key documents to be reviewed

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)

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

Other relevant documents on the project

Annex 1: Key documents to be reviewed

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)

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

Other relevant documents on the project

Annex 2. Evaluation Matrix

Evaluation Questions	Sub-questions	Data/Info to be collected	Stakeholder /Informants to be consulted	Data collection methods and tools and data sources	Data analysis (e.g.)
1) Relevance and strategic fit	1.1 To what extent were the project objectives and interventions relevant to the needs and priorities of government (Government objectives, National Development Frameworks), project beneficiaries, and other local stakeholders?	ILO's and the programme's approaches for contribution under the Country and County Governments' outcomes. Kenya's national development priorities (e.g. Vision 2030, Medium Term Plan III, respective CIDPs for Nakuru and Narok Counties) Evidence of design based on a clear and comprehensive context and risks analysis.	ILO teams (Pretoria, Dar, Nairobi) ForumCiv GOK National Ministries (Labour, Education, Energy) Consultants FKE, COTU UNDP and UNIDO	Desk/literature review of relevant documents (including problem analysis conducted by ILO) Semi-structured interviews/ group discussions with relevant stakeholders Questionnaire Survey	Problem/risk analysis of underlying development challenges Stakeholder analysis Triangulate data collected from various sources and means Contribution analysis against TOC assumptions
	1.2 How have the project adapted to changing context in order to maintain relevance?	ILO's interventions strategy, e.g. theory of change that maps an expected pathway of change, logic and assumptions, and the extent to which the project has changed to adapt to its context	ILO National programme team FKE, COTU		Counterfactual analysis to check whether results could have been delivered without ILO and the PPDP
	1.3 What was ILO's strategic positioning within the UN, national and county-based partners? (<i>External Coherence</i>)	ILO's collaboration and strategic partnerships with government institutions, civil society, private sector, academia, among others Evidence of project design and resource mobilization tailored to meeting development challenges and emerging needs of the country and ILO's corporate goals Evidence of collaboration with clear comparative advantage promoting	ILO, CG Narok, CG Nakuru, Private sector actors engaged in the PPDP, Sida UNDP and UNIDO		Analysis of evaluations and audits; Summary of outcome indicators and status Analysis of corporate surveys Triangulate data collected from various sources and means.

		LNOB, SDGs and UNDAF			
2) Coherence	2.1 How did the project contribute to the relevant ILO Programme & Budget Outcomes, CPOs, as well as the UNSDCF, DWCP and SDGs?	Evidence that ILO planning detailed the required financial resources and capacity for programme implementation (and evidence of their provision). Evidence that the programme was designed and delivered in a coherent manner, promoting interlinkages and avoiding duplications	ILO National programme team ForumCiv programme team UNDP and UNIDO	Desk/literature review of relevant documents (including problem analysis conducted by ILO) Semi-structured interviews/ group discussions with relevant stakeholders	
	2.2 To what extent did the project strategies, within their overall scope, remain flexible and responsive to emerging concerns with regards to gender equality and non-discrimination and inclusion of people with disabilities?	Evidence of utilization of nexus approach including gender and inclusion of PWDs, youth and marginalized groups	ILO National programme team CG Nakuru, CG Narok ForumCiv programme team Community groups (youth, women, entrepreneurs)		
3) Validity of the intervention design	3.1 Does the project have realistic, logical, and coherent designs with clearly defined outcomes, outputs and indicators? Is the theory of change still valid?	Identify the theory of change used to design the programme, to identify the logic, sequence of events and assumptions behind the proposed programme	ILO National programme team ForumCiv programme team Consultant	Desk review and interviews	
	3.2 To what extent has the project design allowed leverage of the ILO contributions, through its comparative advantages (including tripartism, international labour standards, life skills, etc.)?	Extent of problem analysis at the programme design stage Strategic programme collaboration and the nexus approach. Specifically, the extent to which the project design involved social partners, and how the project contributed to ILO conventions and country priorities and needs.	ILO National programme team ForumCiv programme team UNDP and UNIDO FKE, COTU		

<p>4) Effectiveness</p>	<p>4.1 To what extent have the project objectives been achieved? What were the main internal and external factors that influenced the achievement or non-achievement of the results?</p>	<p>Progress towards achievement of intended objectives per sector (including a list of indicators chosen for the programme, those used for reporting, baselines, targets; and status)</p> <p>Evidence of achievement of results within the nexus of the six cross cutting concerns (environment, gender equality, HIV/AIDS awareness, conflict mitigation, life skills and job readiness, and disability)</p> <p>Evidence of contribution to 'leaving no one behind' including PWD</p> <p>Evidence of contribution to Gender Equality Women's Empowerment (GEWE)</p> <p>Evidence of contribution to environmental sustainability and climate change</p>	<p>ILO National programme team CG Nakuru, CG Narok ForumCiv programme team</p> <p>Community groups (youth, women, entrepreneurs)</p> <p>Private sector actors engaged in the programme in Nakuru and Narok Counties</p> <p>SAGA</p> <p>FKE, COTU</p> <p>GOK National Ministries (Labour, Education, Energy)</p> <p>National private sector actors (e.g Akiira,) and; KenGen, COTU, FKE;</p> <p>Partnering TVET Institutions in Nakuru and Naivasha</p>	<p>Desk/literature review of relevant documents</p> <p>Assessment of progress reports as well as indicators status to assess progress and trends</p> <p>Semi-structured interviews/ group discussions with relevant stakeholders</p> <p>Questionnaire Survey</p> <p>Project implementation reports</p>	
--------------------------------	--	---	--	--	--

	4.2 Have unexpected positive and negative results taken place?	Evidence of positive or negative, direct and indirect unintended outcomes derived from ILO's interventions	ILO and ForumCiv programme teams; community groups, CGs of Narok and Nakuru, TVETs in both counties and private sector actors		
	4.3 To what extent has the Covid-19 pandemic influenced the project results and effectiveness? How effective was the project's approach to address this influence?	Evidence of resources being reallocated, modified, delivery modalities changed Implications of programme changes	ILO and ForumCiv programme teams; Sub-grantees		
	4.4 To what extent did the project partnership arrangements (Public Private Development Partnerships) contribute to the achievement of the stated objective and expected results?	Evidence of results and changes attributable to joint efforts and ILO's tripartite approach, specifically collaboration with private sector actors included in the project design.	ILO and ForumCiv programme teams Private sector actors at county level in both sites Sub-grantees		
	4.5 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? Was there a clear understanding of roles and responsibilities by all parties involved?	Maximised synergies and common approaches deployed Team structure and extent of integrated programming Resource aggregation during implementation	ILO and ForumCiv programme teams		
	4.6 To what extent has the project been effective in addressing the six cross-cutting issues integrated into project implementation?	Prioritized LNOB issues Contribution to youth, PWDs, women and marginalized communities Extent to which gender outcomes are tracked and documented	ILO and ForumCiv programme teams Sub-grantees		

	4.7 Has the project addressed all the mid-term evaluation recommendations? If not why?	Extent to which the recommendations from the MTE were addressed in the programme. The evaluation will also seek explanations where MTE recommendations were not addressed.	ILO and ForumCiv programme teams		
5) Efficiency	5.1 Are the resources (financial, human, etc.) made available to the project used strategically to achieve the project outputs and outcomes?	Evidence that the PSC and PAC funding decisions were timely, continuous that tripartite dialogue contributed to decision-making	ILO and ForumCiv programme teams National and county government actors in both sites	Assessment of progress reports as well as indicators status to assess progress and trends	
	5.2 How successfully has the project been able to solicit partnerships in supporting the project implementation and the beneficiaries?	Degree to which the tripartite approach and the strategic partnerships weaved in the programme were maximised	ILO and ForumCiv programme teams FKE, COTU SAGAs		
	5.3 Has the project developed an M&E strategy that enhances accountability, learning, contributes to the knowledge base and feeds into management?	Assess the M&E strategy Integration of adaptive change based on internal learning	ILO and ForumCiv programme teams Sub-grantees	Semi-structured interviews/ group discussions with relevant stakeholders	
	5.4 To what extent did the project leverage resources (financial, partnerships, expertise) to promote gender equality and non-discrimination, and inclusion of people with disabilities?	Assess degree of management and operational efficiency including in allocation of human resources Level of innovation in programming	ILO and ForumCiv programme teams Sub-grantees	Questionnaire Survey	
6) Impact Orientation	6.1 To what extent did the project contribute to the poverty reduction and improvement of the living conditions of the ultimate project beneficiaries?	Evidence of change in livelihood conditions Assess benefits realized by project beneficiaries by gender, age (dis)ability, etc Increased capacities of beneficiaries and number of new jobs and increased incomes disaggregated by gender, age, and other vulnerabilities	ILO and ForumCiv programme teams National and county government actors in both sites Community (youth, women, entrepreneurs) through FGDs Sub-grantees	Questionnaire Survey Semi-structured interviews/ group discussions with relevant stakeholders	The baseline data collected prior to program implementation will be compared with the endline data

			FKE, COTU Private sector actors at county level in both sites		
	6.2 To what extent did the project results contribute to the identified SDGs and relevant targets?	Evidence of programmatic collaboration and SDG integration	ILO and ForumCiv programme teams	Semi-structured interviews/ group discussions with relevant stakeholders	
	6.3 To what extent did the project improve access of the ultimate project beneficiaries to right-based services and improved policies and practices at national and county levels?	Degree to which measures to ensure improved local governance, upholding human rights, ethical practices, accountability were enhanced.	ILO and ForumCiv programme teams Community (youth, women, entrepreneurs) through FGDs Sub-grantees		
7) Sustainability	7.1 To what extent are the projects' outcomes sustainable? How has the exit strategy of the project contributed to ensuring the sustainability?	Key factors affecting the results (Typology of key factors to be created, e.g.): <ul style="list-style-type: none"> • Degree of alignment with national priorities • Business environment to promote GEWE • Use of partnerships (incl. CSO, Private sector, think tanks) • Innovation and knowledge management • Measures to ensure efficient use of resources 	National and county government actors in both sites ILO and ForumCiv programme teams Consultant Sub-grantees SAGAs COTU and FKE Private sector actors at county level in both sites	Semi-structured interviews/ group discussions with relevant stakeholders - focus on validating or refuting lines of inquiry and collecting perceptions and observations on the "why" and factors that influence or impede effectiveness;	Contribution analysis against TOC assumptions; Counterfactual analysis Triangulate data from desk review and interviews with survey to close gaps and findings
	7.2 What is the likelihood that interventions could be replicated or scaled up by the partners after the projects closure?				
		7.3 Are the achieved results integrated or likely to be integrated into national institutions, and will the partners be able to sustain them beyond the project (institutionalisation of project components)?	<ul style="list-style-type: none"> • Evidence that the program has built or developed capacities which remain (e.g. among beneficiaries, government staff and institutions, private sector, civil society etc.) • Evidence that the programme has addressed the needs for human and financial resources required to 	ILO and ForumCiv programme teams National and county government actors in both sites	Questionnaire Survey

		<p>sustain program results (e.g. operation and maintenance of infrastructure, budget allocations for institutional measures)</p> <ul style="list-style-type: none"> • Existence of national/county government policies and mechanisms to encourage continuation of the programme benefits • Evidence of specific measures taken to reduce the likelihood of negative consequences emerging over time, after the project end 	<p>Community (youth, women, entrepreneurs) through FGDs</p> <p>Private sector actors at county level in both sites</p>		
--	--	---	--	--	--



Annex 3, Lessons Learnt

The Inclusive Growth through Decent Work in the Great Rift Valley Project, Public Private Development Partnership (PPDP)

Project DC/SYMBOL: KEN/17/01/SWE

Name of Evaluator: Dr. Edwin Okul, PhD and Dr. Margaret Wanjiru

Date: September, 2023.

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.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The inclusion of public and private sector stakeholders in the PPDP project led to diverse perspectives, expertise, and resources, enabling comprehensive problem-solving and innovative decision-making. This inclusivity ensured consideration of varied interests and needs, resulting in inclusive and sustainable solutions.
Context and any related preconditions	The involvement of both public and private sector stakeholders in the PPDP project brought together individuals and organizations with different backgrounds, expertise, and resources. This diverse mix of participants enriched the problem-solving process by offering a wide range of perspectives and insights. Public sector stakeholders, such as government officials and policymakers, provided valuable knowledge of regulations, policies, and governance structures
Targeted users /Beneficiaries	ILO, ForumCiv and both public and private sector stakeholders
Challenges /negative lessons - Causal factors	The project team would miss out on valuable insights and knowledge from government officials, policymakers, businesses, and industry experts. The absence of these stakeholders would limit the range of perspectives and ideas available for problem-solving, potentially leading to a narrow and less effective approach.
Success / Positive Issues - Causal factors	The partnership arrangement fostered comprehensive problem-solving, as the project benefited from the collective wisdom and capabilities of various sectors. Different stakeholders brought unique expertise to the table, allowing for a more holistic understanding of the challenges at hand and the potential solutions. By considering multiple viewpoints, the project team was able to develop strategies and interventions that were more likely to be effective and sustainable.
ILO Administrative Issues (staff, resources, design, implementation)	ILO and ForumCiv may consider having in place a Partnership manager/officer to enhance the partnership

LESSON LEARNED ELEMENT	TEXT
------------------------	------

Brief description of lessons learned (link to specific action or task)	Demonstrating early benefits and impacts of the partnership inspires commitment and motivation among stakeholders, fostering continued engagement
Context and any related preconditions	By showcasing the positive outcomes and early achievements of the partnership in the PPDP project played a crucial role in motivating and engaging stakeholders. PPDP highlighted the tangible benefits that emerged from the collaboration, stakeholders were able to see the value of their participation and contributions. This, in turn, inspired a sense of commitment and dedication to the project.
Targeted users /Beneficiaries	ILO, ForumCiv, Partners
Challenges /negative lessons - Causal factors	Low commitment, motivation, and engagement among stakeholders can undermine the partnership's progress, hinder collaboration, and impede the achievement of PPDP's desired project outcomes.
Success / Positive Issues - Causal factors	The demonstration of early benefits served as a powerful incentive for stakeholders to remain engaged and actively contribute to the project's progress.
ILO Administrative Issues (staff, resources, design, implementation)	A learning system (sessions) during the project implementation that enhance knowledge sharing for improved decision making

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Building trusted relationships and engaging in dialogue was essential for promoting mindset and practice changes in the PPDP.
Context and any related preconditions	Engaging in meaningful dialogue allowed stakeholders to share their perspectives, concerns, and aspirations openly. Through these discussions, different viewpoints and ideas could be exchanged, leading to a better understanding of each other's interests and needs.
Targeted users /Beneficiaries	ILO, ForumCiv
Challenges /negative lessons - Causal factors	The absence of meaningful dialogue could have contributed to a breakdown in trust and relationships among stakeholders. When concerns and perspectives are not openly shared and respected, it can create an atmosphere of suspicion and animosity. This could have undermined collaboration, hindered cooperation, and led to a deterioration in working relationships.
Success / Positive Issues - Causal factors	By fostering these relationships and facilitating dialogue, the project team was able to challenge existing mindsets and practices effectively. It created opportunities for stakeholders to question traditional approaches, embrace innovation, and consider new ways of addressing challenges.

ILO Administrative Issues (staff, resources, design, implementation)	Building trusted relationships fosters a positive work environment, boosting staff morale and encouraging active engagement and collaboration among team members. Likewise, trust enables a team to be more flexible and adaptive in response to changes or unexpected events during project implementation, enhancing the project's resilience.
--	--

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The demand-driven approach, ensured local relevance and sustainability by aligning programming with the needs and interests of beneficiaries.
Context and any related preconditions	The demand-driven approach adopted in the PPDP project prioritized the needs and interests of beneficiaries, ensuring that programming was locally relevant and sustainable. This approach involved engaging with communities and understanding their unique challenges, aspirations, and priorities.
Targeted users /Beneficiaries	Partners
Challenges /negative lessons - Causal factors	By neglecting the demand-driven approach, the project team may miss valuable insights and innovative ideas that can emerge from engaging with the community. Communities often possess deep knowledge of their own challenges and potential solutions. Failing to tap into this local wisdom limits the project's ability to develop creative and context-specific approaches.
Success / Positive Issues - Causal factors	By actively involving beneficiaries in the project's design and implementation, the PPDP team could tailor interventions to their specific requirements. This participatory approach empowered communities, allowing them to take ownership of the project and become active participants rather than passive recipients.
ILO Administrative Issues (staff, resources, design, implementation)	Missing out on the demand-driven approach means the project team may lack a deep understanding of the community's specific needs, preferences, and priorities.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The limited involvement of governors and county assemblies in the project's activities highlights the importance of strong engagement with key stakeholders for successful implementation.
Context and any related preconditions	There was inadequate involvement and collaboration with key local governance entities such as the local county assemblies, cabinet secretaries etc.
Targeted users /Beneficiaries	Partners, especially government agencies
Challenges /negative lessons - Causal factors	This resulted in the projects being disconnected from local governance structures, hindering impact and sustainability by misaligning with project objectives and impeding effective decision-making and support.

Success / Positive Issues - Causal factors	Adequate involvement of key government stakeholders ensures that projects are seamlessly integrated into local governance structures, promoting enhanced impact and sustainability by aligning with project objectives and facilitating effective decision-making and support.
ILO Administrative Issues (staff, resources, design, implementation)	ILO staff faced administrative hurdles and increased operational complexity due to the need for additional efforts to navigate the project through bureaucratic processes.

Annex 4. Good Practice



The Inclusive Growth through Decent Work in the Great Rift Valley Project, Public Private Development Partnership (PPDP)

Project DC/SYMBOL:KEN/17/01/SWE

Name of Evaluator: Dr. Edwin Okul, PhD and Dr. Margaret Wanjiru

Date: September, 2023

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The PPDP project by design employed a participatory approach, engaging all stakeholders and innovatively addressing skills development, micro-enterprise development, and access to public services through rights advocacy. Regular partner meetings facilitated fruitful discussions on supporting youth and women.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Regular partner meetings were held as part of this participatory approach, facilitating fruitful discussions among stakeholders. These meetings served as platforms for sharing knowledge, experiences, and best practices. They provided an opportunity for stakeholders to collaborate, coordinate efforts, and align strategies towards supporting youth and women.
Establish a clear cause- effect relationship	The regular interactions fostered a sense of collective responsibility and ownership, ensuring that stakeholders remained engaged and committed to the project's goals The participatory approach and the regular partner meetings also allowed for innovative problem-solving and decision-making. The diverse perspectives and insights brought forth during these discussions helped identify creative solutions, enabling the project to address challenges more effectively. By involving stakeholders from different sectors and backgrounds, the project team tapped into

	a wealth of knowledge and experience, leading to more comprehensive and sustainable interventions.
Indicate measurable impact and targeted beneficiaries	Signing MoUs, tracking implementation process, coordinating with the PSC, PAC, were all achieved by 2020, (60% of the desired outputs had been achieved)
Potential for replication and by whom	ILO, ForumCiv, County governments
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Participatory approaches, engaging all stakeholders, and innovatively addressing skills development and micro-enterprise development are integral components of the ILO's approach to implementing DWCPs, achieving the Kenya Country Programme Outcomes, and advancing its Strategic Programme Framework. These approaches enhance collaboration, inclusivity, and effectiveness in addressing decent work challenges and promoting sustainable development in Kenya.
Other documents or relevant comments	



The Inclusive Growth through Decent Work in the Great Rift Valley Project, Public Private Development Partnership (PPDP)

Project DC/SYMBOL:KEN/17/01/SWE

Name of Evaluator: Dr. Edwin Okul, PhD and Dr. Margaret Wanjiru

Date: September 2023

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The management team prioritized partners and stakeholders taking ownership of project activities.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The management team of the PPDP project specifically prioritized partners and stakeholders taking ownership of project activities. This strategy was instrumental in sustaining the project components undertaken by government agencies.
Establish a clear cause- effect relationship	By empowering and involving these agencies in the planning, implementation, and monitoring of activities, the project team ensured their continued commitment and engagement even after the project's completion.
Indicate measurable impact and targeted beneficiaries	60% of proposals that came from the community were implemented and at least 60% of actions were implemented in the community action plans Up to 96% of the people reached are aware of structures for lobbying or public participation
Potential for replication and by whom	County governments, partners
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The prioritization of partners and stakeholders taking ownership of project activities is an integral part of the ILO's approach to implementing DWCPs, achieving the Kenya Country Programme Outcomes, and advancing its Strategic Programme Framework. This approach promotes collaboration, inclusivity, and sustainability, ensuring that the interventions are well-targeted, impactful, and aligned with the goals of promoting decent work and sustainable development.
Other documents or relevant comments	



The Inclusive Growth through Decent Work in the Great Rift Valley Project, Public Private Development Partnership (PPDP)

Project DC/SYMBOL:KEN/17/01/SWE

Name of Evaluator: Dr. Edwin Okul, PhD and Dr. Margaret Wanjiru

Date: September 2023

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The PPDP project prioritized integration among stakeholders and sectors within the counties as a good practice.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The pooling of expertise, resources, and networks from various stakeholders enabled a more coordinated and coherent implementation of project activities.
Establish a clear cause- effect relationship	The integration of stakeholders and sectors not only strengthened the impact of the project but also created a solid foundation for future collaborations and sustainable development efforts within the counties.
Indicate measurable impact and targeted beneficiaries	39% of the women and youth are represented are in community leadership and decision-making structures (CBOs, village committees, community facilitators) Up to 25 dialogue forums and decision-making spaces have been created
Potential for replication and by whom	
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The integration among stakeholders and sectors is an integral part of the ILO's approach to implementing DWCPs, achieving the Kenya Country Programme Outcomes, and advancing its Strategic Programme Framework. This approach fosters collaboration, coordination, and coherence among various actors, ensuring a comprehensive and effective response to the challenges of promoting decent work and sustainable development.
Other documents or relevant comments	

Annex 5. Evaluation Schedule

Output	Responsible	Number of workdays		Timeframe
		International Consultant	National Consultant	
Inception				
Initial briefing with the consultant	Evaluation Manager	0.5		February 13
Review documents and draft inception report (IR)	Consultants	3.5	3	February 14-24
Review and approve the quality of the IR	Evaluation Manager			
Revise draft IR based on feedback received	Consultants	1		
Review and approve the IR	REO			March 14
Data collection				
Conduct in-depth interviews, focus group discussions, survey	Consultants	11	11	March 16–April 26
Stakeholders' workshop				
Present preliminary findings to the project team and key stakeholders	Consultants	1	1	May 19
Draft and final reports				
Draft evaluation report	Consultants	6	2	May 29
Review the quality of the evaluation report	Evaluation Manager			June 5
Share the draft evaluation report with stakeholders for feedback	Evaluation Manager			June 9
Review comments and produce the final version of the evaluation report including evaluation report executive summary	Consultants	1	1	June 26
Approve the final evaluation report	EVAL			June 29
Public webinar and dissemination				
Present the results and findings of the final evaluation during the public webinar	Consultants	1		July
Publicise the evaluation report	EVAL			July
Recommendations follow up/Management response	EVAL/Country Office			July
Total workdays		25	18	

ANNEX 6. Documents reviewed

Below is a list of documents provided by ILO and others gathered in the course of the evaluation:

- 1) ILO and other Tripartite Partners' documents:
 - i. Various ILO documents guiding the evaluation process including templates and checklists
 - ii. Letters of commitment from various partners under the PPDP framework
 - iii. Donor-related policy documents supporting the PPDP
- 2) Programme documents:
 - i. PPDP Project Document
 - ii. News clips and articles and documentaries on the PPDP from various sources
 - iii. Midterm Evaluation Report and related documents
 - iv. Strategic Plan and related documents
 - v. MoU with Narok and Nakuru Counties
 - vi. Minutes and reports from PSC and PAC meetings over the implementation period
 - vii. PPDP Fact Sheet
 - viii. Progress Reports (annual and quarterly)
 - ix. Various correspondence between PPDP partners and ILO
 - x. Skills Demand Survey assessment reports
- 3) County Government Documents
 - i. CIDP 2018-2022 for Narok and Nakuru County Governments
 - ii. Documents and Strategic Plans for Vocational Technical Centres in both Narok and Nakuru Counties
- 4) National Government Documents including
 - i. Medium Term Plan III (MTP3)
 - ii. TVETA, COTU, FKE, NITA commitment letter
 - iii. Policy documents relating to decent work

annex.7 List of Persons Interviewed

A. FGD participants

- 1) Raplands - Women – 11, Youth – 9 (3 female), Entrepreneurs – 14 (4 female)
- 2) Suswa – Women - 13, Youth – 11 (4 female), Entrepreneurs – 15 (5 female)

B. KII Participants

- 1) Stanley Kanyoni Director, Youth Affairs, Narok County
- 2) Eng Otieno Director, Water, Narok County
- 3) Hellen Surum Cooperative Officer, Narok County
- 4) Sammy Kipngetch Principal Nairegie Enkare VTC, Narok County
- 5) Grace Naini Principal Narok VTC, Narok County
- 6) Mr. Paul Cheruiyot Rutto PAC Co Chairman and Assistant Director, VTCs, Nakuru County
- 7) Dixon Kanake Programme Officer Ewangan CBO, Suswa, Narok
- 8) Lemasi Meja Community Mobiliser, Suswa
- 9) Charity Ben Community Mobiliser, Suswa
- 10) Eng. Peter Bwogero Ewaso Ngiro South Development Authority
- 11) Ms. Elma Meijboom ILO Headquarters, Geneva
- 12) Mr. Jealous Chirove Employment Specialist ILO
- 13) Ms. Jenniffer Karunguru Finance Office, ILO Kenya
- 14) Dr. Isaac Kiema Muema National Programme Coordinator, PPDP, ILO Kenya
- 15) Mr. Elias Obando Programme Officer, PPDP Outcome 1
- 16) Ms. Susan Peter Programme Officer, PPDP Outcome 2
- 17) Mr. Titus Kuria MEL Coordinator, ForumCiv
- 18) Ms. Mercy Konoin Community Engagement Officer, ForumCiv
- 19) Mr. Peter Mwangi Protus Investment
- 20) Ms. Victoria Kithongo Ajiry Centum Investment
- 21) Ms. Susan Murugi Youth Affairs Office, Nakuru County
- 22) Ms. Peris Mbutia HR Manager, Bedi Investments
- 23) Ms. Jackline Chelimo Project Officer, Dandelion Africa
- 24) Ms. Ruth Nderitu Head of Advocacy, Dandelion Africa
- 25) Mr. Francis Lenarum Ministry of Labour and Social Protection

- 26) Ms. Rose Kobia Human Resources Manager, KENGEN
- 27) Ms. Lena Rup Counsellor and Deputy Head of Development Cooperation
- 28) Mr. Mwangi Warui Director of Vocational Training, Nakuru County
- 29) Ms. Sarah Gathii Principal, Mirera VTC, Nakuru County
- 30) Mr. Jared Omare Principal, Maiella VTC, Nakuru County
- 31) Mr. Josephat Kimemia Director Trade, Youth and Industrialization, Nakuru County
- 32) Mr. Joseph Nkamasiai Director, State Department of Devolution
- 33) Mr. Adams Barasa COTU
- 34) Ms. Selina Mbesu COTU
- 35) Millicent Otom Manager, Industrial Training, NITA
- 36) Mr. Edward Mburu Director, Standards Development, TVETA
- 37) Ms. Dorcas Njeri Trade Director, Nakuru County Government
- 38) Ms. Josephine Mahinda Project Coordinator, DRIC,
- 39) Mr. Peter Mbio Program Officer, DRIC
- 40) Ms. Faith Marete Sub-County Health M&E Officer, Nakuru County
- 41) Mr. Eric Munyobi Consulting Manager, Federation of Kenya Employers
- 42) Ms. Josephine Ngandu Director, Cooperatives, Nakuru County
- 43) Mr. Lawrence Karani, Community Mobilizer, ForumCiv, Raplands
- 44) Ms. Sophia Lenguya Community Mobilizer, ForumCiv, Raplands

Annex 8. Results Framework

Outcome 4: Strengthened project management & Co-ordination		
INDICATOR	TARGET	ACHIEVED
Output 4.1: An institutional mechanism for planning and implementation established		
<ul style="list-style-type: none"> Project Management Team established including staffing, transport, office equipment, communications etc. 	N/A	This was completed on time and on rolling basis to equip staff with tools of work
<ul style="list-style-type: none"> Partnership governance structures established including the Steering Committee, the Advisory Committee and Technical Working Groups 	N/A	We have PSC, PAC, STWG and Sustainability committee
<ul style="list-style-type: none"> # of Stakeholder consultations held to refine the strategy... 	N/A	Has been happening on annual basis
<ul style="list-style-type: none"> # of Commitments signed with Partners 	20 Signed commitments	27 commitments signed with partners
<ul style="list-style-type: none"> M&E framework developed: Baseline information available, the targets, etc. 	N/A	M& E framework was developed
<ul style="list-style-type: none"> # Of Staff orientation workshops on the project document and management arrangements. 	N/A	This has been done and completed
<ul style="list-style-type: none"> # of team building activities 	3 team building activity	2
<ul style="list-style-type: none"> # of Partnership Steering committee meetings held 	8	5
<ul style="list-style-type: none"> # of Partnership Advisory committee meeting held 	14	14
<ul style="list-style-type: none"> Programme start up, team work, placement and advertisement 	N/A	completed
<ul style="list-style-type: none"> Gender Analysis study undertaken 	N/A	Gender analysis was done which resulted to engagement strategy on project gender work
<ul style="list-style-type: none"> Donor Committee for Enterprise Development (DCED) Standard for Results Measurement developed 	N/A	Results Framework applying the standards were done
<ul style="list-style-type: none"> Simplified environment & Conflict analysis studies undertaken 	N/A	Environment & Conflict analysis was done to inform the project Risk matrix

Output 4.2: A mechanism for sustainability is established and operational		
<ul style="list-style-type: none"> Sustainability strategy developed 	Updated sustainability strategy	Sustainability strategy was developed and up to date
<ul style="list-style-type: none"> Private sector engagement strategy developed. 	Updated Private sector engagement strategy	The project Partners Private sector engagement and sustainability strategy was developed
<ul style="list-style-type: none"> Partner's index contribution developed & updated. 	Updated partners contribution index	Framework was developed and it's the tool the project has been utilizing to update the partners contributions on quarterly basis.
<ul style="list-style-type: none"> #Knowledge sharing Forums for sustainable private sector engagement identified & best practices shared & documented 	Knowledge sharing Forum	2 Knowledge sharing forums done
<ul style="list-style-type: none"> # of forums to facilitate Public Private Dialogues/Skills Matching Annual Forum- County & National government and Private sector 	3	1 meeting hosted by Oserian flower company, while two dialogues held at Skills Technical working committee meetings.
Output 4. 3: Knowledge management and communications strategy in place		
<ul style="list-style-type: none"> Communication and advocacy strategy developed. 	Updated Communication and advocacy strategy	The project Communications and advocacy strategy is in place(developed)
<ul style="list-style-type: none"> Implementation of the communication strategy for Year 2 reviewed 	N/A	Been ongoing.
OUTCOME 1 - Decent jobs resulting from relevant and quality skills provided by selected vocational training centers and other training institutions		

INDICATOR	TARGET 2021/22 (YR4)	ACHIEVED
# of decent job opportunities provided by private, public partners through PPDP support	1,500	809
# of graduates in self-employment within 12 months of graduation	1,000	897
OUTPUT 1.1: Selected vocational training centers and other training institutions produce graduates with skills and qualifications demanded by the private and public sectors.		
<ul style="list-style-type: none"> RISKS AND ASSUMPTIONS: TVET centers demonstrate willingness and capacity to improve Students remain committed and do not drop out of school 		
# of graduates from participating VTCs and other training institutions who are assessed and certified under the new demand-driven courses	1,200 graduates	1,460
# of courses which have been reviewed or developed in the selected VTCs	6 courses	6
# of VTCs equipped with new equipment	4 VTCs New equipment procured	4
# of instructors who have completed training of trainers' courses	50 VTC trainers 50 industry-based trainers	57
# of VTC instructors in visiting instruction to industry	50 instructors	58
Output 1.2: Private sector companies and public institutions which 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		
RISKS AND ASSUMPTIONS: private companies remain committed to participate		
# of companies who have signed letters of commitment or MOUs to provide attachment and internships opportunities for skilled graduates	20 companies	25
# of young men and women (at least 40% being women) who access attachment and internship opportunities	240 women 360 young men	339 F 470M
Output 1.3: Strategic plans for selected vocational education and training centers developed for the County Governments of Narok and Nakuru		
RISKS AND ASSUMPTIONS County governments maintain interest in developing and implementing the strategic plans		
# of Strategic Plans developed and approved by the two counties		4
# of good practices adopted in the County Governments Strategic plans as a result of the PPDP	8 good practices	13
OUTCOME 2 – Decent jobs resulting from new and growing businesses created.		
INDICATOR	TARGET 2021/22 (YR4)	ACHIEVED

• # of new sustainable enterprises 12 months after start-up	150 start-ups	608
• % of trained enterprises with improved business practices	60%	55%
• # of jobs, (including green jobs), created from the trained enterprises	1,500 jobs- This target was revised downward to 800 in the beginning of YR 4, so target should be 800 instead of 1,500	655
Output 2.1: Sustainable economic opportunities identified and training needs assessed		
RISKS AND ASSUMPTIONS: Labour market supply matches labour market demand		
• Mapping of economic opportunities and green businesses done	Economic opportunities report updated	
• Training needs assessments conducted		
• # of BDS providers identified and trained on SIYB, Get A head , TREE, etc.	31	34
Output 2.2: Selected women and youth trained in business development		
RISKS AND ASSUMPTIONS:		
• # of youth (800 youth of which at least 40% women) trained and relevant business training	320 women 480 youth	1,054
• #of trained women & youth with finalized business plans within 6 months of the training.	400	358
• # of women and youth in business trained on At least two business management modules	400	565
Output 2.3: Post-training support provided on business development services, linkages and access to finance		
RISKS AND ASSUMPTIONS Trained women and youth will want to pursue their business development goals Business Opportunities identified will continue to be available		
• # of MOUs with BDS providers	200	113
• # of trained youth and women receiving post training support (mentorship, market information, market access, value addition)	630 trained women & youth	592
# of women and youth linked and accessing finance	550	350- this target was revised downward to 250 after Covid and approved by SIDA in Yr 4
Output 2.4: Business opportunities for local SMEs in value chains of large companies identified		

• #of Business opportunities for local SMES identified	20	12
• #of value addition trainings conducted on processing	3	4
• % of SMES linked to value chains of large companies	60%	48%
OUTCOME 3 - Improved community participation in lobbying for increased access to public & social services and duty bearer's accountability in providing social services.		
INDICATOR	TARGET 2021/22 (YR4)	ACHIEVED
• Level of communities' participation in lobbying platforms for public & social services.	65% in Nakuru. 60% in Narok.	52% in Nakuru 52% in Narok
• % of proposals implemented	60%	62%
• Ratio of women and men in decision making spaces	40%	39%
Output 3.1: Communities are equipped with skills for lobbying and advocating for their rights using RWF methodology		
RISKS AND ASSUMPTIONS: Misunderstanding of the RWF methodology by duty bearers and service providers Mistrust & resistance from the community Community facilitators are committed for the entire project period.		
• # of community members trained on the RWF	1,100 community members trained on RWF	1,596
• # of Community Action Plans developed	40	69
Output 3.2: Dialogue platforms for participation in county governance/decision-making spaces between the community and duty bearers formed		
RISKS AND ASSUMPTIONS: impartiality, transparency and commitment on the part of community representatives County government is receptive in engaging community in governance and decision making Continued engagement and accountability among stakeholders Communities over-reliance on public and private sectors		
• # of proposals presented to the duty bearers by the community in the dialogue forums	30 Proposal joint agreements between the target community and duty bearers	46
• # of dialogue platforms and decision-making spaces between the community and duty bearers	15 dialogue forums 8 decision making spaces	25 dialogue Platforms 23 decision making spaces
• Levels of awareness by the community on government decision-making spaces	60%	

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

RISKS AND ASSUMPTIONS

Sustained participation by community in collaborative activities (especially in activities of long-term returns)
 Community groups are cohesive, and the leadership system is supportive
 Duty bearers will be responsive and will promote cooperation between community and duty bearers
 Community groups comply to requirements of the Grants agreements

• # of Community projects implemented	30	38 community Projects/ initiatives implemented
---------------------------------------	----	--

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

RISKS AND ASSUMPTIONS

Sustained participation of community in collaborative activities (especially in activities of long term returns)
 Apathy and expectation for incentives
 Community is cohesive and the leadership system is supportive of oversight activities
 Service providers avail information & records
 Politicization of the social audit process

• # of community members who are knowledgeable on the social auditing process	60	71
• # of social audit initiatives undertaken by the community	8	4 social Audit initiatives